

MAROOCHY BEACH GYMNASTICS

STRATEGIC PLAN

2023 - 2025

MISSION STATEMENT & VISION

Mission Statement:

Maroochy Beach Gymnastics Club strives to enrich the lives of members by empowering them to reach their athletic and personal potential through providing safe, positive and professional programs.

Vision:

To be the premier gymnastics club in Queensland, measured by:

- Maintaining high class facilities
- Employment & development of quality coaching staff
- Achievement in regional and state competitions
- Excellence in the Kindergym, Recreational and Competitive programs

Key Results Areas	Outcomes (Goals)	Projects (Strategies)
Membership & Participation	Full enrolment capacity	<ul style="list-style-type: none"> • A strong membership base • A strong and viable competitive stream
	Gymnastics for all	<ul style="list-style-type: none"> • To diversify programs, participation and membership
Facilities & Equipment	High quality equipment – State & National	<ul style="list-style-type: none"> • Maintain equipment
	Safe Facilities	<ul style="list-style-type: none"> • Provide a leading facility with regards to WH&S and Gymnastics Australia regulations
	Optimised use of facility	<ul style="list-style-type: none"> • Expansion/Renovation Plans
Administration & Financial Management	Sound financial management	<ul style="list-style-type: none"> • Annual Review of fee structure • Regular Monitoring, planning and forecasting of finances
	Efficient and robust administration system	<ul style="list-style-type: none"> • Implement and maintain effective administrative, financial and IT systems
	Profitable and enjoyable events	<ul style="list-style-type: none"> • Host successful and profitable events
	Increased and diversified revenue streams	<ul style="list-style-type: none"> • Investigate and pursue additional funding opportunities
Human Resources	Strong and healthy human resources framework	<ul style="list-style-type: none"> • Maintain, promote and develop professional and qualified staff • Uphold standards, provide consistent expectations and comply with legislation • Employ motivated staff who reflect the organisational culture and support strategic direction
Reputation & Branding	The premier gymnastics club in Queensland	<ul style="list-style-type: none"> • Implement the strategic plan • Grow brand awareness
	Strong club spirit	<ul style="list-style-type: none"> • Build strong relationship between committee, members and staff
	Strong community presence	<ul style="list-style-type: none"> • Build external relationships

MEMBERSHIP & PARTICIPATION

A strong membership base

- Ensure all coaches programs incorporate fun, fitness and fundamentals
- Introduce additional classes to accommodate children on wait lists (explore the possibility of opening Sunday classes)
- Continuously develop program framework

A strong and viable competitive stream

- Regularly (each term) update communication system for coaches and parents
- Strong numbers on teams (8-10:1 ratio) and ensure coach workload is balanced
- Develop induction pack for competitive gymnasts (to be completed end of 2023)

Diversify programs, participation & membership

- Continue to expand delivery of special needs classes
- Build and extend current school programs by proactively approaching local schools
- Investigate possibility of establishing an adults' gymnastics class – initially assess interest to establish viability
- Explore possibility of complementary programs in line with Gymnastics Australia Gym Sports

FACILITIES & EQUIPMENT

Maintain Equipment

- Establish and maintain a maintenance schedule for all equipment
- Develop and maintain an ongoing 'wish list' ready for when finances and grants are available
- Continue to maintain fixed asset management register
- Ensure equipment is adequately insured for replacement market value (established by the end of 2023, then maintained on a rolling quarterly basis)

Provide a leading facility with regards to WH&S and Gymnastics Australia Regulations

- Investigate and implement equipment maintenance process
- Employ WH&S officer to conduct regular audits

- Annual staff training
- Conduct bi-annual emergency evacuation

Expansion/Renovation Plans

- Review better use of space (review in 2023)
- Investigate possibility of second premise
- Consider options to facilitate a more functional space for downstairs viewing space that addresses coaches concerns and parent access

ADMINISTRATION & FINANCIAL MANAGEMENT

Annual review of fee structure

- Committee to review gymnast fees annually in line with financial year (September/October for January 1)

Regular monitoring, planning and forecasting of finances

- Prepare annual budget forecasts against strategic priorities according to financial year (prepare in September/October to implement January)

Implement and maintain effective administration, financial & IT systems

- Maintain use of appropriate Member Management system (ie. Jackrabbit or appropriate alternative)
- Review current IT structure and develop a plan for continued security of data

- Review and update all organisational policies on a rolling annual basis
- Consider employing an Operations Manager

Host successful & profitable events

- Continue to implement current systems for running events
- Establish a review process that proactively seeks feedback for continued improvement

Investigate and pursue additional funding opportunities

- Review and implement club sponsorship strategy
- Identify and secure appropriate grant funding

HUMAN RESOURCES

Maintain, promote and develop professional and qualified staff

- Provide regular staff training opportunities to better support gymnasts
- Facilitate upgrading of coaching qualifications
- Encourage trainee coaching program for senior gymnasts
- Explore and promote professional development opportunities (GQ)

Uphold standards, provide consistent expectations and comply with legislation

- Review position descriptions annually

- Review and update all organisational policies in 2023, and then annually
- Redevelop Employee Handbook to ensure all staff have easy access to current organisational standards

Employ motivated staff who reflect the organisation culture and support strategic direction

- Continue employment of HR professional to advise on standards and consequences
- Apply a recruitment process which reflects club culture

REPUTATION & BRANDING

Implement the strategic plan

- Widely communicate strategic plan and direction, both within the organisation and publicly
- Review progress of strategic plan implementation by the wider management group at Committee meetings
- Program Managers to establish KPIs to support the provision of services provided by the individual programs that align with the strategic plan

Build external relationships

- Develop connections with other state and national leading clubs through external clinics and competitions
- Continue to build club's reputation with state and national bodies
- Collaborate with Sunshine Coast Regional Council

Grow brand awareness

- Develop and implement social media strategy (content creation) that is professional and consistent (consider employing professional)
- Review website functionality

Strong relationship between committee, members and staff

- Continue to review and develop strategies for improved communication
- Investigate team building opportunities
- Actively seek member and staff feedback