



Strategic Plan

2017-2020



BTYC Vision

Believe That You Can

Striving to help you reach your full gymnastics potential

BTYC Mission

To provide high quality inclusive gymnastics programs to the community,
in a safe, affordable, fun and supportive environment

Driven by our Values:

Encouragement

We will motivate our members to be the best they can be, recognising every level of success through our passion for gymnastics.

Integrity

BTYC will conduct itself with honesty, fairness and transparency.

Excellence

Through a commitment to best practice and innovation, we will strive to deliver excellence in everything we do.

Inclusive

Creating an environment that caters for the individual needs of our participants.

Key Strategic Initiatives

Staff Excellence

Retention and Participation

Clear Communication

Program Excellence

Financial Sustainability

Facility Management

Club Goals

Participation

- To encourage participation in the sport of gymnastics
- To provide inclusive programs which meet the needs of a variety of members
- To offer well organized social and competitive programs for all members
- To retain current membership and increase total membership

Innovation

- To keep abreast of changes in gymnastics, sport, business and the community
- To continually assess the needs of all participants in the design and development of future programs
- To provide all members with fair programs and access to high standard Club facilities

Excellence

- To encourage excellence in all gymnasts.
- To provide excellence and best practice standards in the instruction of gymnastics, and in the operation of the Club
- To manage BTYC Gymnastics Club Inc, including managing the risks of conducting the Clubs activities in a competent and accountable manner

Commercial Strength

- To secure the long term future of the Club by operating in a lawful, financially responsible, efficient and effective manner. This will include seeking opportunities for growth
- To competently and accountably manage the Clubs finances including seeking further opportunities for sponsorship, fundraising, grants and ensuring the long term viability of BTYC Gymnastics Inc
- To effectively recruit, train, retain and recognize BTYC staff
- To create a positive awareness in the local community of the Club's activities through marketing, promotion and publicity initiatives

Enjoyment

- To create a fun, exciting and challenging environment in which all participants can develop to their maximum potential

Strategic priority	Action Items	Metrics
STAFF EXCELLENCE <i>Create, develop and maintain a Human Resources Plan which encourages each staff member to become the best they can be, while maximizing their contribution to the goals of the Club and the development of our athletes.</i>	<ul style="list-style-type: none"> ▪ Review the Fitness Industry Award provisions annually to ensure compliance ▪ Junior Coach Development program maintained ▪ Staff Recruitment strategy ▪ Staff remuneration review ▪ Design and implement staff incentives / recognition ▪ Review and document staff pathways ▪ Personal and professional development opportunities for all staff identified, timetabled and supported ▪ Transition pathways for coaches and judges 	<ul style="list-style-type: none"> ▪ Staff performance reviews completed annually 100% ▪ Retention of senior staff - 80%
GYMNAST RETENTION AND PARTICIPATION <i>Develop strategies for inclusively increasing athlete numbers and equally promoting all programs</i>	<ul style="list-style-type: none"> ▪ Market the benefits of the sport to external visitors, e.g. birthday parties ▪ Educate and engage parents in the Club ▪ Survey families to find out what they like and what they would like changed before commencement of next Strategic plan (3 years) ▪ Athlete retention to be monitored quarterly using athlete reports on iclass, with no metric until historical data is available. ▪ Clearly identified and promoted athlete pathways for all Gymsports ▪ Create a community communication strategy for the following groups which promotes the club, its different activities and continually invites the community to join and participate or support club activities – past / present / future athletes, local community, schools, sponsors, local Businesses (potential sponsors), local media 	<ul style="list-style-type: none"> ▪ Growth in numbers to be in line with Financial Budget each year ▪ Maintain utilization of facilities

Strategic priority	Action Items	Metrics
PROGRAM REVIEW AND DEVELOPMENT <i>Continual review of all gymnastics programs and classes, ensuring they maximize the opportunity for each gymnast while still focusing on fun and enjoyment of the sport.</i>	<ul style="list-style-type: none"> Review the size and scope of all programs through the next 3-5 years (i.e. class numbers etc.) – Growth Plan. Review the Adult Classes Review of the WAG program to determine development opportunities Continue to develop the MAG program to maximize opportunities for high-level athletes Review and implement short and long term goals for all programs Flexibility within programs 	<ul style="list-style-type: none"> Annual Review of all Programs Annual plans in place and implemented for all Gymsport programs
FACILITY MANAGEMENT <i>Maximize use of Manningham facility whilst maintaining high quality of fit out and excellent safety levels.</i>	<ul style="list-style-type: none"> Develop a Facility Management strategy which seeks to increase available gymnasium space at Manningham DISC Improve facilities for staff and athletes Increase availability of recreation classes during peak times Annually review equipment to ensure it safely meets the required purpose. 	
FINANCIAL SUSTAINABILITY <i>To be a financially sustainable club who operates within the agreed annual budget</i>	<ul style="list-style-type: none"> Revenue Diversification maximizing non gymnastic fees Explore opportunities to utilize gym during quieter times Investigate alternative uses for the facility Build a detailed financial budget Balance expenditure with income to maintain profit Build a detailed operating plan Ensure the committee maintains access to accountancy expertise. Program Expansion plans must be in line with financial plan Develop an annual plan for unattributed capital 	<ul style="list-style-type: none"> Year on year profit to be 7% of revenue Unattributed capital reserve to grow to \$400K.
COMMUNICATION &	<ul style="list-style-type: none"> Deliver informative and relevant communication to the clubs members 	<ul style="list-style-type: none"> Parent Survey feedback –

Strategic priority	Action Items	Metrics
<p>GOVERNANVCE</p> <p><i>Develop and implement a communication strategy that creates a sense of belonging between our Club, athletes and families, along with the community and relevant stakeholders</i></p>	<ul style="list-style-type: none"> ▪ <i>Increase parent knowledge of the club and sport</i> ▪ <i>Build relationships with the following organizations which maximizes our mutual benefit - Manningham City Council, State and Federal Members of Parliament, Gymnastics Victoria, Gymnastics Australia</i> ▪ <i>Ensure club policies are maintained and updated in accordance with Gymnastic Victoria and BTYC guidelines to maintain relevance.</i> ▪ <i>Ensure compliance with industry standards and OH&S</i> ▪ <i>Annual review of the marketing plan</i> 	<p><i>Excellent</i></p> <ul style="list-style-type: none"> ▪ <i>Accuracy and timeliness of club communications</i>