

## TTG Gymsports: Governance

**Overall Goal: Promote the culture of governance by developing all necessary policies and procedures for effective governance.**

Objectives	Strategies for Success	KPI's
1. Review and amend all governing policies, processes and procedures.	1. Review all policies, processes and procedures (PP&P).	I. Full review and update of all to be done by Sept 2017.
	2. Develop new PP&P's as necessary.	I. Ongoing as the club needs and grows.
2. Reinforce staff knowledge and understanding of club's policies, processes & procedure.	1. All PP&P's to be communicated to all staff.	I. After completion of the full review.
	2. Develop a document for signing off of all staff members that have been communicated the PP&P's to have on record.	I. Sept 2017.
3. Ensure Insurance and Public Liability is current and updated to the clubs growing needs.	1. Review of current policies & renewal dates.	I. Full review to be completed by Sept 2017.
	2. Investigate if there are other more beneficial policies.	
4. Review the staff records are kept up-to-date and confidential.	1. Review that records are current and confidential in conjunction with board members with HR knowledge or source information on what is needed in the files.	I. Full review & update if needed to be completed by Sept 2017.

## TTG Gymsports: Finance

**Overall Goal: To ensure Club services are supported by an effective and efficient financial model that has consideration for legal and statutory obligations.**

Objectives	Strategies for Success	KPI's
<b>1. Maintain financial stability of TTGG for our members and stakeholders.</b>	1. Invest and maintain an understanding income and expense elements of the Club.	I. Sub-committee is created to maintain Club finances. II. Annual budget for the Club is created and maintained.
	2. Build & maintain financial knowledge base for Club employees.	I. Financial responsibilities and knowledge document created for the Club.
	3. Undertake annual financial responsibilities as directed by the Australian Taxation Office.	I. Annual audit is undertaken. II. Annual internal review of NFP status & financial responsibility is undertaken.
<b>2. Provide a competitive fee structure for Club athletes. (including Gymsport fees, Gymnastics Australia registration and Building Fund Levy fees)</b>	1. Ensure continued viability of each Gymsport offered by the Club.	I. Determine viability measures for each Gymsport. II. Set targets for each Gymsport on an annual basis. III. Allocate & maintain budget allocations to each Gymsport for expenses.
	2. Review service offerings and fee structures of 'like' services within the local community and surrounds.	I. Obtain an understanding of direct competitors for TTG Gymsports. II. Maintain a register of service offerings and fees charged for services by direct competitors to TTG Gymsports. III. Annual review of direct competitor offerings against TTG Gymsports offering.
	3. Convene with club stakeholders to review fee structure on an annual basis.	I. Annual review of fees undertaken.
	4. Continue to work on managing demand for services.	I. In line with gym terms, review existing demand per Gymsport.

<b>3. Maximise opportunities to decrease operational costs.</b>	1. Seek feedback/ideas from staff and members on potential cost saving initiatives.	I. Undertake a bi-annual think-tank on opportunities for the Club.
	2. Ensure understanding of asset depreciation and associated maintenance costs is understood and reviewed regularly.	I. Build and maintain asset register for the Club, including ongoing cost register along with maintenance contracts in place. II. Update and review asset register on a bi-annual basis.
	3. Reduce overheads – understand true costs and constantly consider/review alternatives for maintaining overheads in a cost effective manner.	I. Undertake analysis of club overhead activities and costs. II. Provide suggestions for reduction of such costs.
<b>4. Support responsible financial accountability through review/development of financial policies.</b>	1. Understand financial capabilities of existing TTG Gymsports staff.	I. Financial skills audit of Club admin employees completed.
	2. Develop a Financial capability plan for admin staff.	I. Research of financial obligations and suggested skill-set capability of staff completed. II. Plan created and approved.
	3. Regular review of responsibilities and matching capabilities required undertaken.	I. Annual review of financial requirements and supporting capabilities undertaken.
<b>5. Strengthen finance governance arrangements for the Club.</b>	1. Organisational Capacity.	I. Develop a job description for the responsibilities against the Audit and Risk chair for the Club. II. Complete not-for-profit administrator's handover checklist. III. Build/Develop the financial skill-set of the Club administration team. (ATO finance subscriptions, short-courses for finance).
	2. Fraud & Risk management.	I. Identify hot-spots within the Club for potential fraud & look to strengthen prevention. II. Increase cyber-crime awareness. Ensure policies are in place and training provided to staff re awareness.
	3. Delivering Outcomes.	I. Continue to build strong advocacy relationships which will assist the Club fulfil their mission/vision and achieve their goals

## TTG Gymsports: Facilities

**Overall Goal: To identify opportunities to enable us to provide sufficient space to meet our demands for now and in the future**

Objectives	Strategies for Success	KPI's
1. Identify future grant opportunities.	1. Complete internet search for Facilities grant.	I. Completed end Mar 2017.
	2. Liaise with the Marketing Pillar to leverage potential sponsors. (ie: acromat).	I. Quarterly updates.
2. Review alternative facilities in local areas.	1. To research possible alternative options - i.e. Warehouses, sports facilities etc.	I. Ongoing until potential extension to current building is successful.
	2. Canvas real-estate agents.	
3. Engage with the governing councils. Utilisation of local school amenities	1. Approach & Engage local schools.	I. Ongoing until potential extension to current building is successful.
4. Development of the future facility extension plan.	1. Engage with local council members.	I. Ongoing.
	2. Engage three planning consultants.	I. Completed.
	3. Identify & Engage potential building Contractors.	I. Pending council approval.
	4. Re-establish Facilities Sub Committee.	I. Completed end of Jan 2017.
5. Review existing facility resources.	1. Review current building plans.	I. Completed end Feb 2017.
	2. Review maintenance schedule for the current building's infrastructure.	I. End Aug 2017.

# TTG Gymsports: Marketing

**Overall Goal: Execute a targeted marketing plan that drives our strategic direction.**

Objectives	Strategies for Success	KPI's
<b>1. Develop and implement a new Marketing Plan.</b>	1. Establish a sub-committee to review existing marketing direction. Staff involvement will be essential in order to gain an operational perspective.	I. Draft Marketing Plan Completed by Sept 2017.
	2. Develop new marketing strategy based on the overall strategic direction of the organisation.	I. Marketing Plan finalised and implemented by Oct 2017.
	3. Establish a community engagement strategy with real outcomes.	I. Established marketing sub-committee who meets and reviews marketing plan on a quarterly basis.
	4. Strong focus on digital marketing strategies.	I. Return on investment measured through retaining existing and recruiting new members.
<b>2. Develop strategic ties with stakeholders.</b>	1. Establish and maintain partnerships with key industry bodies: Gymnastics Australia, Gymnastic South Australia, Local/State/Federal Government and local businesses.	I. Positive reputation and increased profile of Tea Tree Gully Gymsports established within the community.
	2. Facilitate increased networking opportunities for key stakeholders.	I. Funding requirements met to assist with the delivery of facility upgrade/acquirement or other projects.
	3. Use these relationships to unlock funding opportunities and assist with funding applications.	I. Established network of key contacts.

<b>3. Sustainable commercial growth through committed partnerships and diversification.</b>	1. Develop a “sponsorship package” to sell to potential corporate partners.	I. Annual sponsorship target of \$10,000.
	2. Review merchandise/apparel supply processes to create value for members.	I. Partner with apparel manufacturer and streamline uniform shop operations. – e.g. online orders
	3. Restructure of existing programs to cater for additional members.	I. Rostron Hall operating at capacity by the end of 2017.
	4. Use the 50 year celebration as a platform for more social/fundraising events that provide a financial benefit to the club as well individual Gymsports.	I. Events Program planned and implemented to provide additional revenue streams.
<b>4. Deliver consistent branding and message to our target market.</b>	1. Review all communications processes (website, social media, newsletters, print media etc.) to ensure consistency in delivery of messages.	I. Current online presence assessed as part of overall marketing plan review by Oct 2017.
	2. Employ a “media coordinator” or assign an existing staff member the role to streamline changes.	I. Staff member with dedicated media/communications focus employed or existing staff member trained. II. Consistency established across all digital marketing platforms.

# TTG Gymsports: Communications

**Overall Goal: Provide clear and concise information and messaging in all areas of our club.**

Objectives	Strategies for Success	KPI's
<b>1. Engage with the whole community.</b>	1. Develop a Communications Strategy.	I. Formulate a working group consisting of Board, Staff and Members to review current procedure and develop a workable plan. – Aug 2017
	2. Use digital platforms which are in-line with best practice.	I. Review social media and website platforms and content. – Sept 2017
	3. Deliver a consistent message across our digital platforms.	
<b>2. Improve internal communications between members, staff and board.</b>	1. Implement communication tools to provide more information in a prompt manner.	I. Research available communication tools and implement the appropriate platform for all club communication – Aug 2017
	2. Managers to hold regular meetings with staff.	I. Schedule monthly meetings between staff and line managers - Sept 2017
	3. Address concerns or queries in a timely manner.	I. Response times will be in accordance with the organisational policies. – Review's undertaken in December 2017
	4. Undertake an annual review of systems used.	I. Conduct a review of digital platforms used in December of each calendar year. Taking on board feedback from stakeholders.
	5. Improve Board and Staff Communication.	I. Gymsport and Operations Managers to attend board meetings. – Sept 2017 II. Conduct a meeting with Coaches and Board once per quarter. – Sept 2017

<b>3. Implement two-way engagement opportunities.</b>	1. Conduct club forums to allow members to interact with Staff and Board.	I. Conduct a forum with members every four months (three (3) per year) commencing in. – Sept 2017
	2. Develop and implement an annual survey with members to gain feedback on the program to date.	I. Gain a 50-60% return rate from the members surveyed.
	3. Record anecdotal feedback provided by members on competitions or operations.	I. Review the data and provide any recommendations to Staff or Board. – End of Each Calendar Year
	4. Conduct social events for members and parents.	I. Conduct two (2) social events per calendar year to increase opportunities to engage with stakeholders.
<b>4. Improve on governing body communications.</b>	1. Invite Gymnastics SA to attend one (1) board meeting per quarter.	I. Invitation to be sent to GSA at the commencement of the calendar year. – Oct 2017



## TTG Gymsports: Performance

**Overall Goal: To strengthen club unity and the performance capabilities of staff, coaches, volunteers and athletes.**

Objectives	Strategies for Success	KPI's
<b>1. Strengthen staff cohesion and engagement opportunities.</b>	1. Establish activities to increase staff engagement and passion within the club.	I. Staff engagement activities planned and implemented: - Knowledge sharing session scheduled – Oct 2017 - Club engagement session scheduled – Oct 2017
	2. Identify and understand staff motivations that will drive club performance.	I. Conduct engagement survey to staff and volunteers and build database from results. - Sept 2017
	3. Promote an environment that is of positive nature for teamwork success.	I. Start a teamwork information program. – Sept 2017 II. Review resolution plan for conflict situations. – Sept 2017 III. Set up a plan to gain feedback on absenteeism and turnover rate. - Aug 2017
<b>2. Provide club development activities that acknowledges, rewards and allows individuals to grow.</b>	1. Publicly acknowledge the efforts of all club personnel which contribute to club success.	I. Identify and Draft awards, performance and public acknowledgement program to recognise the efforts of all personnel in the club. - Sept 2017 II. Recognise achievements and awards at club, state (GSA) and national levels.
	2. A development system informing athletes on their progress.	I. Start review and investigate the processes and delivery of information to athletes – Aug 2017
	3. Provide athletes opportunities to reach their maximum performance/ability level.	I. Athletes and Coaches to discuss progress at start and end of term. - Each term II. Skill based curriculum that incorporates the F's (Fun, Friendship, Fitness and Fundamentals) in each session. – finalised before each term starts.

<b>3. Support development pathway opportunities for all.</b>	1. Identify current staff knowledge, training and experience capabilities.	<ul style="list-style-type: none"> <li>I. Database generated on staff current knowledge, skills and experience.- Sept 2017</li> <li>II. Report on training budget use – Nov 2017</li> <li>III. Training Budget set for head coaches and admin department at start of each term</li> </ul>
	2. Review current development plan, training tools and methods for all club personnel.	<ul style="list-style-type: none"> <li>I. Report on reviewed development plan, training tools and methods. - Sept 2017</li> </ul>
	3. Provide staff with support avenues to perform their role and/or further assist the club outside their role.	<ul style="list-style-type: none"> <li>I. Start Draft on support and development path plan avenues for staff.- Nov 2017</li> </ul>
<b>4. Identify the performance and development of staff.</b>	1. Develop a Performance Evaluation Feedback System (PEFS) to identify Staff/Coach Progress, Training, Values, Future Ambitions and expressed Feedback.	<ul style="list-style-type: none"> <li>I. Draft Performance and Feedback Review Process – Aug 2017</li> <li>II. Finalise Performance and Feedback process. – Aug 2017</li> <li>III. Generate report on PEFS software and hardcopy options. - Sept 2017</li> <li>IV. Implement PEFS system. - Sept 2017</li> </ul>