

Christchurch School of Gymnastics

Strategic Plan 2007 – 2010



This plan was produced by stakeholders, staff and board members of CSG and facilitated by Peter Burley from Sport Guidance Limited on behalf of Sport Canterbury.



CSG Strategic Plan

VISION

To be a world class gymsport club focused on sporting excellence, general gymnastics and programmes for the community

Focus Toward 2010

The club identified that the following areas need to be the primary focus for the next 3 years to 2010.

- To strengthen and encourage team work.
- To consolidate management systems and processes to ensure that the quality and efficiency of these meets expectation within the vision.
- To manage existing programme development within the projected club financial model to ensure balanced and sustainable club growth.
- To develop opportunities to brand and franchise the club's innovative and successful CSG programmes while meeting the objectives of key external stakeholders such as (GSNZ, CWCST and SPARCSPARC).
- To develop new partnerships that strengthen the link between CSG and the wider gymsport community including commercial partnership opportunities to develop Intellectual Property initiatives and alternative revenue streams.
- To provide stronger coach, volunteer and administrator development programmes, scholarships, training and retention schemes with clearly defined career pathways for staff.
- To develop resources and processes for the professional development and recognition of CSG Volunteers.

Competitive Programme	General Goals 2007-2010	Specific Objectives	Comments
	<p><i>To continue to achieve a high level of competitive success at local, regional, national and international competitions</i></p>	<p>Local</p> <p>National</p> <p>International</p> <ul style="list-style-type: none"> • At least one CSG artistic gymnast representative at the 2010 Commonwealth Games • At least one CSG gymnast representative at the 2009 World Championships • At least one CSG trampoline gymnast representative placed in a top 10 ranking at the 2007 World Age Group Trampoline Championships • To have two representatives at the 2009 Youth Commonwealth Games • To have two representatives in the artistic gymnast JE Teams in 2010 • To have two representative gymnasts to the 2010 Pacific Alliance • To have a minimum of 6 gymnasts named in New Zealand High Performance squads annually by 2008 	<ul style="list-style-type: none"> • Achieved • Achieved • Achieved • Yet to be achieved, on target. • Not achieved. No WAG gymnasts / team sent. • TRA programme disbanded prior to WC, target no longer achievable • Not achieved as no competition held • Achieved • Exceeded we have 3 selected in the team. • Exceeded 2009 (10), 2010 (17) NZ annually names Junior Talent Squads and Intermediate and Senior Squads. The Strategic Target was set with these squads in mind. GSNZ decided that the term High Performance was to be used for the gymnasts performing at an Olympic & World Championships (top half) level only. No squads named in 2008.

	<p><i>To maintain high levels of gymnast retention in competitive programmes</i></p>	<ul style="list-style-type: none"> • 40% of (all code) gymnasts selected for the competitive programme stay at least 3 years • To maintain a minimum of at least 10 artistic gymnasts in the senior WAG programme each year to 2010 • To attain a squad of at least 5 senior MAG Artistic gymnasts by 2010 	<ul style="list-style-type: none"> • Achieved. 50% retention Term 1 2008 to Term 1 2010. • Achieved 2007, 2008, 2009 not achieved 2010 (9 gymnasts) • Exceeded 2009 (7) and 2010 (7)
	<p><i>To ensure competitive gymnasts have the appropriate coaching, training environment and resources to enable their progress in the sport</i></p>	<ul style="list-style-type: none"> • Competitive gymnasts express a high level of satisfaction with their progress up the grades (80% satisfaction with progress in a competitive training season), • Where not satisfied gymnasts are given clear feedback as to why they have not progressed. As measured by annual survey 	<ul style="list-style-type: none"> • Not yet measured. 2010 priority. • Not yet achieved, in planning stage as above.
	<p><i>To make greater use of Sport Science and Research to support the high performance competitive gymnastics programme</i></p>	<ul style="list-style-type: none"> • At least 40% of full time coaches attending at least one (appropriate level) sport science related training opportunity per year • To set aside \$1500 for specific 'Sport Science' support (eg sport psychology, nutrition, biomechanics) by gymnast and/or coach application 	<ul style="list-style-type: none"> • 2007 & 2008 achieved – physio - core body, strength module, first aid • 2009 achieved -nutrition, first aid, physio, SPARC coach approach, plunge pool recovery. On target 2010. • Achieved. Budgeted for. Massage, plunge pool Academy SI services 2009, 2010. Psychology 2010.
	<p><i>To develop a mutually beneficial relationship with a sister gymnastic club</i></p>	<ul style="list-style-type: none"> • Research and identify Gymnastic club/s suitable for a reciprocal arrangements for coaches, competitions etc and start a dialogue with them to share information on excellence programmes and management processes 	<ul style="list-style-type: none"> • Connections have been made with VIS, MLC, Waverley Gymnastics (Melbourne) and Prime Gymnastics (Singapore) but no formal links have been established at this time. Moreton Bay College (QLD) is attending Canty Champs in 2010 for the first time. 4 other Australian clubs have attended competitions at CSG. A dedicated sister club has not been seen to be as relevant, relationships with many clubs is now the preferred option.

			<ul style="list-style-type: none"> • CSG works with NZ Mega Clubs on management processes, and programme information in an informal way. In 2009, Tri Star Manager was hosted for a full day workshop on club management. CSG participated in a GSNZ led survey on HR in 2009.
	<p><i>To continue to support and develop CSG's high standard of judging expertise</i></p>	<ul style="list-style-type: none"> • To create a set of judging tools that employ visual judging resources and are DVD video analysis based to be used in the national judging programme • Make this resource available as a means of improving the standard of judging New Zealand wide 	<ul style="list-style-type: none"> • Achieved. WAG Resources developed and supplied to GSNZ for delivery within the GSNZ judging courses. • Achieved as above.

General Programmes	General Goals 2007-2010	Specific Objectives	Comments
Recreation/Gymsport/Community	<p><i>To manage the growth of general programmes carefully within the clubs ability to resource and sustain the programmes</i></p>	<ul style="list-style-type: none"> • A set of accurate measures are created to track registrations against a budgeted set of participant numbers in each programme (See financial plan targets) • Set and retain a standardised programme for at least two years, without major changes 	<ul style="list-style-type: none"> • Achieved • Achieved. Basic programme retained. GFA staff adjusts / refreshes as necessary responding to market demands.
	<p><i>Target for expansion a key set of innovative programmes that meet partnership objectives and show leadership in the gymsport field. (See Financial Plan)</i></p>	<ul style="list-style-type: none"> • Extend pre-school and early childhood programmes by 2% by 2009 • Put 100% of age eligible senior gymnasts through introductory and junior coach training by 2009 	<ul style="list-style-type: none"> • Not achieved. Preschool numbers dipped in late 2008 into 2009 due to changes in the market, and the economic recession, currently back to term 1 2008 levels and working to expand programme in 2010. • Achieved 2007 and 2008. 2009 Age eligible gymnasts who have expressed interest have been offered GSNZ training and or a CSG apprenticeship scheme place. GSNZ Education system was overhauled 2008 / 2009 and there are now 4 types of beginner coach training. • Not able to be achieved. 2009 & 2010 – Age eligible gymnasts are training more hours than in 2007 when this target was set. Due to training demands and the competition calendar gymnasts have been unable to attend coaching courses in 2009, 2010.

Resource Management	General Goals 2007-2010	Specific Objectives	Comments
HR/Team/Admin/Volunteer/Facility Coaching/Quality Control	<p><i>To commit resource into training and retaining coaches from within club membership through mentoring, training, travel and academic scholarships</i></p>	<ul style="list-style-type: none"> • To run a strong in-house coach education programmes as determined by and signed off by the Board. (Previous Plan) • To set up a volunteer coach programme to provide senior gymnasts the opportunity to 'volunteer' coach as part of a coach mentor / apprentice programme by October 2007 • To utilize existing staff expertise as coach mentors to new or developing paid coaches and to volunteer coaches (see above) by October 2007 • To formalize the types and levels of coaching expertise of all existing part-time and full time coaches and to make this available in written form (a single chart) detailing who the senior/junior coaches/mentors are in each category by October 2007 • To increase coaching team responsibility through senior management delegation for performance of key CSG Strategic Plan Objectives by October 2007. • To retain at least 90% of permanent coaching staff in each year. • To retain 80% of all permanent part-time coaches in each seasonal coaching period 	<ul style="list-style-type: none"> • Part achieved, coach education plan in place but not yet signed off by the Board. Ongoing. • Achieved in 2008, coach apprenticeship scheme introduced and in place, currently the scheme is going through a review due to changes in the Labour laws. • Achieved. C Dolden and E Hunt mentored by S Sazonova, and J Ferencz. B Campbell mentored GFA apprentice coaches. Other senior coaches acting as mentors. • Now difficult to measure. Coaching qualifications in some instances were wiped in 2007/8 & new courses and training put in place in the new GSNZ coach education system. Categories changed. Table of coaches & mentors currently been updated. • Achieved. Team leaders hold regular meetings and are responsible for delivery of objectives. • Not achieved in 2008 (2 resigned) Achieved in 2009 (1 resignation) • Achieved 2008, 2009 on target in 2010, although difficult to measure due to nature of schools programme work.
	<p><i>To develop a comprehensive quality management system for the club</i></p>	<ul style="list-style-type: none"> • To complete a comprehensive report detailing the quality management processes that will be implemented by the club on an annual basis starting Mid year 	<ul style="list-style-type: none"> • Part achieved, 2010 priority to complete.

		<p>2007. This report should include:</p> <ol style="list-style-type: none"> 1. An annual client satisfaction survey schedule detailing classes to be surveyed and method of survey. 2. Web based annual staff satisfaction survey process detailing timing of surveys and how results will be handled 3. M.I.S. reporting format defined and annual report of club indicators (financial and other) given to board <ul style="list-style-type: none"> • To pilot an online surveying system through the CSG website by April 2007. • To target three key survey groups: staff; gymnasts; parents of gymnasts for cyclical feedback (see 1 above) • To set up a visible and transparent reporting and monitoring system to analyze survey responses. (see 2 above) • To establish as standard practice an exit interview for all leaving staff and senior club gymnasts 	<ul style="list-style-type: none"> • Surveys set up to be held biennially with Board approval. Preschool, Schools Programme and GFA have been achieved. • Staff survey achieved in 2007. Planning underway for 2010 for staff. • Reporting format as per Board stipulation. Auditor approval of financial reporting and monitoring in 2008 & 2009 in report to Board • Not yet achieved, Board priority in 2010. GFA, Preschool and schools have not been done online. • The CSG Board has committed itself to develop website surveys and a monitoring system in 2010. Current programme areas of Schools programme, GFA and Competitive have a cyclic system of surveys in place but have not yet been available online. • Achieved for gymnasts and relevant information taken back to coaches / team leaders. Achieved for staff 2007,2009, not achieved 2008.
	<p><i>To re invigorate the existing scholarship scheme for staff and gymnasts</i></p>	<ul style="list-style-type: none"> • To include a sum of \$7,500 (linked to CPI Index) in the annual budget for a CSG scholarship fund (Previous Plan) • To review the constitutional requirement to provide scholarships and the criteria followed to award scholarships by Nov 2007 • To seek funding support for further contributions to the scholarship fund by Nov 2007 	<ul style="list-style-type: none"> • Not achieved. Board suspended the scholarship fund due to the economic times. • CSG provided scholarships in 2007, and 2008 to 2 staff members to complete tertiary sport management study. • Not achieved, target on hold.

		<ul style="list-style-type: none"> To seek a commercial sponsor for the High Performance programme by November 2007 	<ul style="list-style-type: none"> Planning Stage, priority 2010. Working Sponsorship proposal document prepared and waiting for CT transition as any donations would be tax free.
	<p><i>To implement a feedback process for staff and for this to be linked to the existing CSG Performance Appraisal system</i></p>	<ul style="list-style-type: none"> A formal system of linking staff and gymnast satisfaction information into the performance appraisal system is instituted by Feb 2008 	<ul style="list-style-type: none"> Not achieved, 2010 target.
	<p><i>To support and actively seek to increase the level of sport management expertise within the supervisory staff at CSG</i></p>	<ul style="list-style-type: none"> To seek to support staff training in sports administration via the CSG Scholarship Scheme To seek to encourage applications for new staff positions from those with sport management training. 	<ul style="list-style-type: none"> Achieved, Emma Hunt 2008 scholarship holder sport management papers. Charlotte Dolden 2007-2009 Sport management degree. 2008 - a full time staff member employed with a Sport Management degree, 2010 another full time staff member employed with a sport related degree. 2010 - 5 full time coaches have completed sport related degrees.

Business Development	General Goals 2007-2010	Specific Objectives	Comments
Marketing/Promotion/Sponsorship Partnerships/New Initiatives	<p><i>To investigate the development of a comprehensive integrated Management Information System (M.I.S.) for the club</i></p>	<ul style="list-style-type: none"> To research and report on a software solution for bookings; occupancy; point-of-sale membership/programme management; sales and management reporting (similar to systems used in sport and recreation centers) 	<ul style="list-style-type: none"> In abeyance due to GSNZ database project. Current software package deemed to be suitable as it incorporates financial package.
	<p><i>To implement the clubs detailed financial plan and monitor it against bi-monthly financial reporting</i></p>	<ul style="list-style-type: none"> To establish a set of performance indicators, ratios and measures to be reported two monthly to Board meetings as a result of the implementation of a new M.I.S. To develop a two monthly financial report based on the M.I.S. and tracking progress against the clubs financial plan 	<ul style="list-style-type: none"> No new MIS, but Board Meetings updated with YTD financials, membership and other performance indicators. 2008 2009, auditor reports close Board monitoring of financial transactions and status.
	<p><i>To foster links with funding organizations and sponsors to strengthen our relationship via a relationship management plan</i></p>	<ul style="list-style-type: none"> Identify a plan of maintaining personal contact with funders and sponsors a minimum of once every six months Complete an environmental scan of new funding opportunities bi-annually and report this to the Board Plan for succession by involving two CSG staff in meeting with funders and sponsors where possible Implement appropriate and standardized acknowledgement systems to encourage further sponsorship by July 2007 	<ul style="list-style-type: none"> Achieved Achieved. Youthtown – new funder 2009, Pelorus 2010. Part achieved C Dolden has been included into the sponsorship team. Achieved. Regular acknowledgement of funders / sponsors implemented.

Governance	General Goals 2007-2010	Specific Objectives	Comments
Communication/Culture Strategic Direction	<i>Develop a succession planning process for Board Member change</i>	<ul style="list-style-type: none"> To review how best to attract new board members and implement this with an appropriate lead in time 	<ul style="list-style-type: none"> Put aside due to CT
	<i>Ensure CSG Board Members are given appropriate 'Governance Training'</i>	<ul style="list-style-type: none"> To provide one full SPARC governance training course to each new board member Review the constitution and governance operations split clauses for board representation 	<ul style="list-style-type: none"> Chair attended SPARC Course in 2008. Put aside due to CT
	<i>To develop a stronger sense of club culture</i>	<ul style="list-style-type: none"> Ensure one club team building exercise annually (Previous Plan) To engage all staff annually in at least one across code project that will benefit the club and lead to a greater understanding of each others areas To set up a system of team based decision making and communication and to increase delegated responsibility from senior management to these teams by July 2007. 	<ul style="list-style-type: none"> Achieved 2007. Staff Development team building days held 2007, 2008, 2009. Plans in place to expand. Not yet achieved. Planned in 2010 Achieved, see Team Leaders meetings above.

	<p><i>To ensure that CSG has the right type of governance, management and staff structure going forward to ensure quality delivery of programmes</i></p>	<ul style="list-style-type: none"> • Implement findings of trampoline review to be completed by July 2007 • Complete a full review of administration staffing structure for remaining codes, senior staff , governance structure over a period of two years beginning July 2007 • Complete salary reviews annually to ensure CSG can compete in the sports industry 	<ul style="list-style-type: none"> • Achieved. Trampoline programme downsized and refocused on developing from introductory levels upwards. • Not achieved. Administration staff structure and costs currently under review. • Governance structure updated annually. • In progress, hampered by no NZ Industry standards, GSNZ surveyed clubs in 2009 and are advising of market expectations in certain positions. Sport and Recreation salary surveys are published biennially.
	<p><i>To encourage a clear and uniform use of terminology to describe the codes and gymnasts of the GSNZ gymnsport system</i></p>	<ul style="list-style-type: none"> • In all correspondence and in verbal communication CSG gymnasts should be referred to as 'code' followed by 'gymnasts' e.g. aerobic gymnasts, trampoline gymnasts, artistic gymnasts 	<ul style="list-style-type: none"> • Part achieved. Due to changes in Gymsports in NZ culture athletes are more often being referred to as athletes or gymnasts in documentation and communications.
	<p><i>To develop transparency in governance and increase the level of board staff interaction</i></p>	<ul style="list-style-type: none"> • Develop a roster of staff reports to board and reinforce that Board meetings are open for staff input. 	<ul style="list-style-type: none"> • Achieved. Staff members report to Board as invited and available. Roster for 2010. • Board members have consistently visited to meet with staff in their workplace and ensure that there are opportunities for open communication and interaction.