



STRATEGIC PLANNING SURVEY REPORT

BACKGROUND:

The Board of Howick Gymnastic Club is in the early stages of renewing the club's strategic plan which will provide the direction of the club for the next 3-5 years. The first step in this process was to conduct a survey with all stakeholders to ensure that anyone involved with Howick GC, past or present, had an opportunity to give their thoughts on the strategic direction of the club.

The survey was carried out online and on paper and responses were collected and collated by Gymnastics NZ as an independent third party.

This report consolidates these results and highlights common themes in order to start the next phase of the strategic planning process.

SECTION ONE:

The survey was completed by 231 respondents (229 online and 2 hard copy).

The majority of respondents have been with the club for a relatively short time (less than 2 years) and are either recreational parents or gymnasts.

Length of time respondents have spent with the club:

- 47% - less than 2 years
- 34% - 2-5 years
- 16% - 5-10 years
- 3% - 10+ years

The capacity that respondents are involved with the club:

- Recreational parents and gymnasts – 71%
- Competitive parents and gymnasts – 27%
- Coaches – 15%
- Pre-school parents/caregivers – 10%

There were also responses from administrative staff, past members, volunteers, judges and Board members – these totalled 25% of respondents (less than 7% each). Respondents were able to select more than one option.

SECTION TWO:

This section looks at a SWOT analysis of Howick Gymnastics Club to determine the club's perceived strengths and weaknesses and identify any potential opportunities or threats. Responses have been grouped under common topics.

The most common themes under each topic are identified below.

STRENGTHS:

1. COACHING:
 - Good quality, inclusive, dedicated, caring, resourceful, knowledgeable coaches who go above and beyond.

2. PROGRAMMES:
 - Wide range of programmes offering many different opportunities for both recreational and competitive gymnasts.
 - Well planned classes. Mix of comp and rec at same time allows gymnasts to see what happens at different levels.
 - Quality of pre-school programme and schools programme.

3. FACILITY:
 - Gym well laid out creating a better flow and easier space to work and enable an increase in the number of classes that can be run.
 - High standard of equipment.

4. OPERATIONS:
 - Well-structured and managed.
 - Communication is regular and effective.
 - Online system makes interaction simple.

WEAKNESSES:

1. FACILITY:
 - Entrance-way at class changeover time.
 - Spectator seating (hot, cramped, dated).
 - System for gymnasts to fill up their water bottles.

2. COMMUNICATION:
 - Lack of direct communication between coaches and parents.
 - Lack of communication on children's progress throughout term.
 - Current communication from club to parents is at times perceived as negative or harsh.
 - Would like regular updates on what the club is doing, direction, progress with fundraising.
 - Communication issues identified between club management and coaches.

3. OPERATIONS:
 - Social media contract.
 - Too many classes in one space and/or class sizes too big.

4. GOVERNANCE & STRATEGIC DIRECTION:

- Concerns that the club might be looking to direct focus away from competitive stream.

5. COACHING:

- More support and training needed for younger/newer coaches including group management and handling behaviour, particularly in recreation.
- Not enough coaches to enable children to progress through when ready.
- Need to support coaches to continue progressing gymnasts who won't be doing rec extension/competitive.

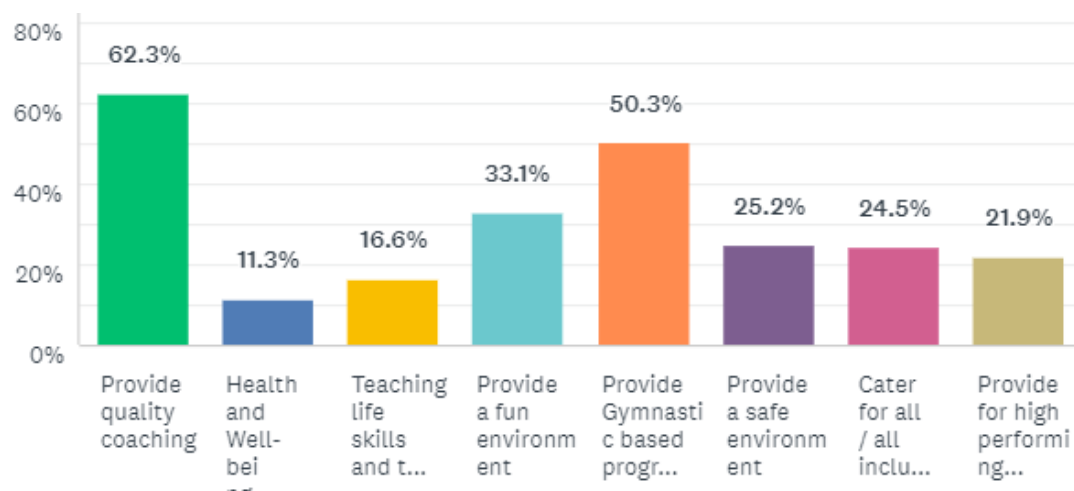
OPPORTUNITIES:

The most common opportunities raised by respondents include:

- Making links with other gymnastics facilities in Auckland to access their facilities.
- Combined training sessions with other clubs to enable coaches to learn from each other and build relationships between athletes beyond competitions.
- Fundraising – engage with the community outside of the club to avoid always reaching out to the same people. Snack/coffee vending machines as a potential fundraiser.
- Touch-screen check-in e.g. tablets.
- More organised, especially in relation to volunteer time & job descriptions.
- Profiles of coaches, staff and committee members on website.

CLUB PURPOSE:

In this section respondents were asked what they felt the club's purpose was. A list of options was provided and respondents could select a maximum of two options.



The most common responses were:

1. Provide quality coaching;
2. Provide gymnastic based programmes;
3. Provide a fun environment.

SECTION THREE:

This section looks at how the club is performing in the following key areas:

- Coaching
- Programmes
- Health & safety
- Communication
- Administration and operations
- Governance
- Volunteering

Respondents were asked to rate specific aspects of each key area from one to ten (1 being poor and 10 being outstanding).

1. COACHING

- Presentation of coaches - 74.7% of respondents opted for a rating of 8-10 out of 10.
- Attitude of coaches – 70.3% of respondents opted for a rating of 8-10 out of 10.
- Communication of coaches with gymnasts – 60.8% of respondents opted for a rating of 8-10 out of 10.
- Competence of coaches – 59.1% of respondents opted for a rating of 8-10 out of 10.

Feedback relating to coaching:

- Majority are dedicated coaches.
- The buddy system is a great way to grow new coaches.
- Coaches are very knowledgeable.
- Coaches look professional in their uniforms.
- There is a lack of consistency – some great coaches and others lacking passion/interest.
- Younger and newer coaches need more mentoring, development and support.
- Lack of acknowledgement from management for coaches' hard work.
- Unhappy with lack of direct communication between parents and coaches.

2. PROGRAMMES

Respondents were asked whether the programmes at HCG met their expectations and needs.

- 79.41% gave a rating of 7 or above with 50% opting for a rating of 7 or 8 out of 10.

Feedback relating to programmes:

- Great preschool programme.
- Disability programme is meeting participant needs.
- Great that competitive training is offered for senior gymnasts.
- Would like more information about what the different levels entail and how athletes progress
- HCG needs a trampoline.
- Lack of flexibility in the times of classes offered.
- Would like to see more progression opportunities offered within recreation.

Respondents were also asked what other activities, programmes or services they'd like to see in the future:

- Trampoline (approx. 50% of people answering this question opted for this).

- Rhythmic gymnastics.
- Parkour/free running.
- Workshops to help prevent injury and burnout including nutrition, sports psych, physio/massage, conditioning.

3. HEALTH & SAFETY

Respondents were asked whether there were any health & safety issues that needed addressing:

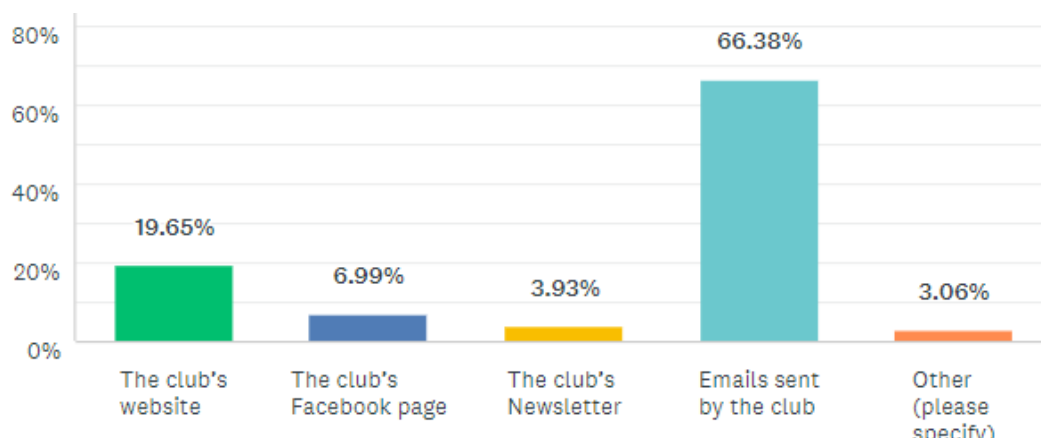
- Upstairs at the top of the stairs, fall hazard through railings.
- The back door - side one has injured a couple of people as it swings back.
- Crowding at drop-off/pick-up time (entrance and car park).
- Comp gymnasts arriving early for training and not being let into building.
- Tumbling coaches should be away from the edge of the floor with their group and closer towards the windowed side of the gym.
- The concrete floors that are not covered around the gym.
- Apparatus too close to the wall, parts of apparatus not padded.
- Emotional wellbeing of staff. No complaint procedure for staff.

4. COMMUNICATION

When asked about the effectiveness of HGC's communication via website, Facebook, email and newsletters, respondents gave the following ratings:

- 70.59% rated communication via the website 7 and above out of 10.
- 53.6% rated communication via HGC's Facebook page 7 and above out of 10.
- 83.33% rated communication via email 7 and above out of 10.
- 70.38% rated communication via newsletters 7 and above out of 10.

Respondents were also asked which channel they most frequently use to get information.



Feedback:

- Emails are good – regular and concise.
- Communication is geared towards recreation and advanced recreation rather than competitive.
- Would like the newsletter to be more frequent and copies laminated and left in waiting areas.
- Facebook could be used more effectively – using it for events, to remind about comp deadlines.

- Tone in communication can often come across as rude and controlling particularly in relation to new policies.

5. ADMINISTRATION AND OPERATIONS

- 67.16% of respondents rated the administration and operations of the club at 7 or higher out of 10.

Respondents were also invited to give feedback:

- Administration is quick, simple and hassle-free.
- Bookings and payments are clear and easy.
- Communication is timely and effective.
- Some of the club policies are controlling e.g. signing contracts.
- Lack of new member briefing to outline how the club operates etc.
- The process to get things changed/introduced can be very slow even with minor changes.
- Not clear on what the various administrative roles are and the need for them.

6. GOVERNANCE

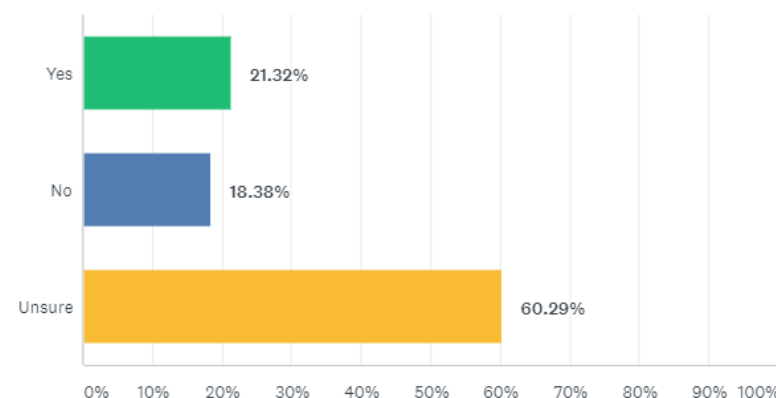
Respondents were asked to rate from 1-10 how well they feel the Board carries out its role of overseeing strategic direction and development of the club. 'I don't know' was also an option and 49.28% of respondents selected this.

Feedback:

- The Board does a great job of juggling many things.
- No communication from the Board following meetings.
- The Board appears to be against the competitive programme.
- Lack of bigger picture view when thinking of the future.

7. VOLUNTEERING

When asked how well they felt that volunteers were recognised at the club and whether there were sufficient volunteer resources for the club to operate effectively the following responses were given:



Feedback:

- Recognition and appreciation has been shown to volunteers at working-bee. Food also appreciated.

- Would be good to see recognition of those who have served the club for certain number of years or for significant numbers of hours within a year.
- Need to ensure that volunteers are treated respectfully and positively.
- There is a lack of consistency around who gets recognised, how and for what.
- More communication regarding what help is needed – specific roles, times etc.
- Significant expectation for those involved parent, coach etc. to volunteer their time.

SUMMARY:

The information presented in this survey report provides a summary of the feedback given through the Club survey. In order to remain concise, the specific feedback sections have been summarised to highlight the key themes and topics.

This survey report will be used by Howick Gymnastics Club Board and Management to help determine whether any changes need to be made to the strategic direction of the club.