

# Bentleigh Calisthenics Strategic Plan 2019-2022

*Nurturing confidence, wellbeing and excellence*



## Who Are We?

Bentleigh Calisthenics College is a community not for profit club run by a volunteer committee of management and numerous other dedicated volunteers. We are currently the third largest calisthenics club in Victoria with over 175 students across six age groups from Tinies to Masters.

Our club has a long and proud history. We have been providing calisthenics classes to the community for almost 65 years, operating from the premises of the Bentleigh Uniting Church on Centre Road.

We are blessed with a team of twelve amazingly talented and passionate coaches, dedicated to guiding and nurturing every student. All our coaches are highly qualified, registered with both the Victorian Calisthenics Coaches Association and the Australian Sports Commission and undertake regular professional development. Our section coaches are supported by wonderful broader team of cadets, helpers and solo coaches.



- ✓ Established 1955
- ✓ Community not-for-profit association
- ✓ Third largest calisthenics club in Victoria
- ✓ Six competitive age groups across Divisions 1-4, one recreational class
- ✓ 45+ soloists
- ✓ Professionally run club – Silver *Leading Club* accreditation for good governance with Calisthenics Victoria. Few clubs in Victoria hold this level.
- ✓ Working to secure Gold *Leading Club* accreditation in 2019.
- ✓ Convenors of the South Eastern Solo Competition

## What is Calisthenics?

Calisthenics is the sport with performing at its heart. We offer a unique combination of dancing, singing, gymnastics and technical skills for girls, boys and women.

Calisthenics develops strong, confident performers through teamwork. Discipline and technique, grace and poise are fostered in a fun and friendly club environment, where families can connect and performers can develop skills, and friendships that last a lifetime.

Our performers learn skills that inspire them to take centre stage at competitions, and in life.



## Our Stakeholders

As a community non-for-profit club, our primary stakeholders are our students and their families. The committee and coaches are passionate about providing a welcoming, friendly and nurturing environment. We are committed to running our club in an open and transparent manner for the benefits of all our members, including our valued life members. We love maintaining strong connections with past members of the Bentleigh family, such as previous students and coaches.

We also work closely with the Bentleigh Uniting Church, the owners of our club premises. We are proud of our strong partnership with the church community, sharing a common mission for a place that nurtures the wellbeing of local families. In the future, we look forward to exploring new partnership opportunities with local businesses and other community groups for sponsorship and achievement of common goals.

## Our Vision

Nurturing confidence, wellbeing and excellence



## Our Mission

We provide a safe, fun and friendly environment, dedicated to nurturing fitness and wellbeing, confidence and resilience. Calisthenics is the sport with performing at its heart, designed for girls, boys and women. Our community of professional coaches, along with our passionate committee and club members, share a unified goal in the pursuit of excellence for every student.

## Our Values

- A sense of community and belonging
- Family friendly and welcoming
- Encouraging and supportive
- Passion, dedication and commitment
- Excellence in all we do
- Inclusive, cohesive and transparent
- Fun and friendship

Our overarching vision is for a club that continues to nurture each one of our students - building their confidence, fostering resilience, fitness and teamwork and enabling them to reach their full potential. We will continue to be a club that strives for excellence in all we do, whilst maintaining a sense of fun, friendship and family.

At Bentleigh Calisthenics College, our community of students, parents and coaches share a common vision for the future of our thriving club. Our Bentleigh Calisthenics community also shares a common long-term vision of a home that suits our needs, with improved facilities that nurture the wellbeing and development of our students.

# What do our members want for our club?

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|   | <p>A friendly and thriving club that sets the standard for others to aspire to.</p>  | <p><i>The club that has achieved so much while being friendly, thus the envy of all the other clubs.</i></p>                | <p>A club that is still friendly, inclusive, and supportive with healthy numbers. All sections sitting around Division 3. A club that knows where it's been and knows where it's going, and everyone is excited about that.</p> |
| <p><i>A club that maintains a high standard competitively yet maintains a family feel.</i></p>                                       | <p>As a successful club with highly dedicated and talented coaches with a pursuit of excellence in technique and performance, whilst emphasizing the importance of teamwork, commitment, integrity, safety, confidence, friendship and most importantly fun!</p> | <p><b>Cohesive, competitive, inclusive, friendly.</b></p>   | <p>Friendly and welcoming. Positive and open – no secrets. All sections within two divisions of each other, so that transition from one age group to the next is not too intimidating.</p>                                      |
| <p>A friendly, professional and committed club that strives to bring out the best in the students and have fun at the same time.</p> | <p>Leaders in a great community-run club where everyone feels welcome and a strong passion for calisthenics, and our club with improved facilities</p>   | <p><i>Division 1-3 across the board, happy students and coaches with a unified goal and a home that suits our needs</i></p> |   |



## Our Strengths

### Top Strengths

- Talented and supportive coaches
- Supportive environment – everyone encouraged to be their best
- Student develop personal skills such as teamwork, problem solving, resilience and independence
- Family feel – sense of belonging

### Other Strengths

- Friendly and welcoming for newcomers
- Efficient and well-run club
- Positivity and enthusiasm of everyone
- Inclusive
- Good communication to parents
- United, cohesive club



## Our Challenges

### Top Challenges

- Club facilities
- Workload for club volunteers
- Our website
- Fundraising

### Other Challenges

- Communication/access to info - could be improved further especially for induction for new volunteers and coaches
- Costumes – improve quality and size of wardrobe as we grow
- Club/team culture – maintaining club cohesion as we grow
- Attracting/retaining members – good overall but some risks for inters/seniors and still need to younger ones coming through
- Organisation of club events – a few could be a bit slicker

## Broader trends and opportunities

- Other calisthenics and sporting clubs have increased interest in improving young people's resilience skills. Some already running own sessions for their members. Partnership opportunities.
- *Many calisthenics clubs doing extra classes such as cali ballet to help attract/retain members and improve students' skills.*
- Some ballet schools are offering opportunities for VCE students to complete their VCE Dance Unit. VCE students often struggle to find a dance teacher for their dance assignment. Our club has started offering this to existing students, but we could promote more heavily to outside young people and could be very popular.
- Many sporting clubs are getting more streamlined in their communications such as via Team App and push notifications.
- *Some calisthenics clubs have partnered with other local clubs and council to build to attract significant government funding and build multi-purpose facilities.*
- Other calisthenics clubs offer Disneyland trips and other special initiatives.
- Other calisthenics clubs are branching into other recreational products to cater to busy families and women.
- *Some clubs instead running two separate Masters team – one in higher division and one in lower. Means option easier to attract/retain Masters with more limited/no calisthenics experience, or those looking for something with less pressure.*
- Opportunities to better connect with our local council for updates on grant opportunities. Expert seminars for community groups that we could promote and/or partner with them on?
- Opportunities for us to partner with local physios and podiatrists to give advice on warm up exercises, injury prevent and management etc. Some members in our club have good contacts.
- *Increasing concern in wider community about health and wellbeing – including mental health and nutrition/obesity. Opportunities for us to better promote how our sport fosters physical and mental health and wellbeing both within the individual as well as sense of belonging and community.*
- Increased focus in wider community on declining levels of teenagers and women sports participation. Calisthenics Victoria have joined the #ThisGirlCan campaign with the Vic Govt and is encouraging clubs to participate.

## Goals for our club over next 3 years

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| <p><b>1. Quality of experience</b><br/>Retain our healthy membership numbers by providing a safe, high quality, fun experience and fresh products.</p> | <ul style="list-style-type: none"> <li>• Our current student numbers are retained overall and, in each section,</li> <li>• Most of our students and their families are very happy overall with their experience at our club each year and would highly recommend our club to others.</li> <li>• All sections are sitting in Division 1-3</li> <li>• Our club provides a safe environment with a strong focus on injury prevention and enhancing the fitness and health of our students.</li> </ul>   |
| <p><b>2. Team Culture</b><br/>Maintain a 'one Bentleigh' team culture and nurturing family feel across our sections even as our club expands.</p>      | <ul style="list-style-type: none"> <li>• Most of our members feel connected to our club not just their section.</li> <li>• Students are connecting across the sections and supporting each other at competitions and club events. Coaches, club volunteers and parents are doing the same.</li> <li>• Our club continues to provide a nurturing environment that improves the emotional wellbeing and resilience of our students and families.</li> </ul>  |
| <p><b>3. Marketing &amp; Communications</b><br/>Enhance our marketing and communications to both current and potential new members.</p>                | <ul style="list-style-type: none"> <li>• Our website and social media platforms are receiving 50% more hits.</li> <li>• Many of our members report that the website is easy to navigate, visually appealing and easy to access the information they need.</li> </ul>   |
| <p><b>4. Facilities</b><br/>Improve our facilities and explore long term options.</p>  | <ul style="list-style-type: none"> <li>• Our facilities meet the needs of our club and community – they are safe, comfortable and we have enough and sized training spaces.</li> <li>• We have explored long-term options for meeting the needs and expectations of our expanding club and ensuring good security of tenure.</li> </ul>  |
| <p><b>5. Club Operations</b><br/>Enhance club operations to meet the needs of our growing club</p>   | <ul style="list-style-type: none"> <li>• Most of our members are satisfied with how the club is being run, including the smooth organisation of club events.</li> <li>• The club maintains a strong reputation among the broader calisthenics and local community of being a highly professional and well-run organisation.</li> <li>• Achieve and maintain Gold <i>Leading Club</i> accreditation with Calisthenics Victoria.</li> <li>• The club has increased our annual income from fundraising, sponsorship and grants by more than 50% and used to meet our fundraising goals.</li> <li>• Committee members, coaches and club volunteers not burdened with unmanageable workload.</li> </ul> |



## What are we doing in 2019?

### Quality of experience

- Introduce Cali Ballet
- Consider new products for 2020 – new offering for Subbies age group and offer/promote option for VCE students to complete their VCE Dance Unit at our club.
- Arrange optional Disneyland trip and performance for Subbies-Seniors age group and their families in 2020.
- Recruit some additional high calibre coaches to cater for our growing club and expanding products.
- Continue to improve quality and size of costume wardrobe by fundraising for and purchasing new State Team costumes and accessories.
- Develop and implement new policies and procedures to align with the Victorian Child Safe Standards.

### Team Culture

- Hold a dinner to thank South Eastern Solo Competition Convenors and subcommittee (and consider repeating annually).
- Communicate the new club vision and strategic plan so that all students and families feel part of it.

### Marketing & Communications

- Arrange photoshoot with students, committee and coaches for new images for club website and upload.
- Make some initial content improvements to website - add all coaches and committee names and photos to website, add all dates for club events and competitions.
- Design a new club uniform for introduction over two-year period from 2020-21.
- Consider introduction of a new club logo and prepare design options.
- Apply for grants to provide new uniform to all current members.
- Develop new 3-year marketing plan and begin implementing.

### Facilities

- Confirm list of priorities for improving safety and comfort of existing space (such as better heating and cooling, fix flooring in main hall and rooms) and source quotes.
- Investigate other training venues as additional short-term options for running extra team practice, technique and solo classes.

### Club Operations

- Establish sub committees to assist with short term and long-term tasks, better spread the workload and provide easier pathways for new volunteers. In 2019, establish for new uniform, marketing and South Eastern Solo Competition.

- Update and implement new *Volunteer Management Plan*, including shifting class rep induction to earlier time and improving committee induction procedures.
- Secure Gold Level Leading Clubs Accreditation from Calisthenics Victoria and promote this achievement.
- Develop a register of potential grants.
- Look into adoption of new Calisthenics Victoria online system (Revolutionise) for registration and invoicing.
- Trial a different approach for Presentation Night, by combining with End of Year Concert, to reduce burden on committee, coaches and families.
- Implement new ways of keeping solo concert to reasonable length, including stricter criteria for which items can be performed.
- Better communicate class attendance expectations to families via updating Handbook, emails etc.
- Trial a new approach for fundraising by asking each section to arrange one fundraising activity for the year – to improve impact and foster wider parent involvement.

## What are our plans for 2020?

### Quality of experience

- Consider commencing multi-age recreational class from Term 1 or 2, rather than Term 3 and 4 only.
- Introduce new technique classes for 2020, including considering fast track intensive skills program for new students at Juniors level and higher.
- Consider new offerings for Masters age group for 2021 – at both recreational end and higher skill level end.
- Continue to improve quality and size of costume wardrobe by fundraising for and purchasing new State Team costumes and accessories and reviewing fabrics that will last the longest (such as high-quality sheer).
- Develop partnerships with local physios, podiatrists and other health professionals to deliver info sessions focused on injury prevention.

### Team Culture

- Introduce an annual whole of club fun activity for the students to bond across the age groups – such as Freearm-a-rama show and do or similar. Incorporate any ideas from students.
- Ensure each section holds at least one team bonding activity this year and each year thereafter.
- Plan and hold the club's 65<sup>th</sup> birthday celebrations.
- All coaches and committee members to attend at least one competition from another section than their own this year and thereafter, where possible.

- Introduce new activities that ensure continued cohesion among the expanding coaching team and fosters an innovative and supportive team culture
- Investigate local training sessions and events on improving physical and emotional wellbeing and resilience among children and young people – and offer subsidy for 1-2 club reps to attend and report back

## Marketing & Communications

- Launch and implement new club uniform
- Implement new marketing plan
- Survey a sample of current and potential for suggestions on improved content, navigation/layout and visuals for club website, and implement improvements Consider pre-season briefing in early new year for new parents in 2020.
- Streamline member communications – consider what info should go on social media, vs website vs emails, keep social media info streamlined and link to website instead, consider what other tools could help e.g. Revolutionise, TeamApp or other. Consider pre-season briefing in early new year for new parents in 2020.

## Facilities

- Investigate fundraising and sponsorship opportunities for short term facility improvements
- Establish a facilities sub-committee to coordinate short term facility improvements and investigate long-term options, including grant, sponsorship and partnership opportunities with local community groups and council. Speak to local MP and Councillors.
- Secure grants for short term facility improvements and start implementing works
- Secure sponsorship opportunities for short term facility improvements

## Club Operations

- Consider how best to manage enrolment growth for 2020 and beyond.
- Establish sub committees for 65<sup>th</sup> birthday celebrations and deliver event/s.
- Develop new approach for fundraising and sponsorship – identify goals at the start of each year (how much and what for), key activities and communicate to members. Report back to all members at end of year. Complete sponsorship prospectus and approach businesses.
- Develop and maintain a good relationship with the local council, Councillors and local MP – to keep updated with funding opportunities, potential partnerships with local groups and local events to be involved.
- Reflect on 2019 presentation night arrangements and confirm approach for 2020 and beyond.
- Review and update, as needed, all club policies in readiness for potential CV Leading Club accreditation audit.
- Review and update club constitution and consider introduction of Marketing Manager role on committee.

## What are our plans for 2021/22?

### Quality of experience

- Consider a special initiative for 2022, such as performing at Moomba, Carols by Candlelight or another special event, participating in a local theatre production and/or entering fun weekend away comp.
- Review offerings for 18 months to 4-year old's – Consider re-introduction of Titchy Tinies in 2021 or 2022, including promotion/trial sessions at local kinder and childcare centres. And/or consider gentler pathway option for 3-4-year old's (less comps).
- Evaluate new products introduced 2019-2021 and decide approach for 2022 and beyond.
- Consider new tools for sharing practice videos other than Facebook.
- Consider new initiatives for fostering good physical health of students, such as guest speakers, healthier canteen menus and minimal/no alcohol at club events.

### Team Culture

- Introduce an annual whole of club fun activity, with student input, to bond across the age groups – such as Freearm-a-rama show and do or similar.
- Ensure each section holds at least one team bonding activity this year and each year thereafter
- Plan and hold the club's 65<sup>th</sup> birthday celebrations.
- All coaches and committee members to attend at least one competition from another section than their own this year and thereafter, where possible.
- Introduce new activities that ensure continued cohesion among the expanding coaching team and fosters an innovative and supportive team culture
- Investigate local training sessions and events on improving physical and emotional wellbeing and resilience among children and young people – and offer subsidy for 1-2 club reps to attend and report back

### Marketing & Communications

- Continue to implement marketing plan and develop new marketing plan for 2023-2027

### Facilities

- Confirm next set of wish list items for facility improvements, such as ballet barres and wall mirrors and source quotes. Source funding for remaining priority works and complete. Consolidate long-term options and future plans.

## Acknowledgements

This strategic plan was prepared by the Bentleigh Calisthenics Committee, in partnership with our amazing coaches and club volunteers. We are grateful to the many wonderful members of our broader calisthenics' community – parents and students – who took the time to input via our members survey and provide feedback on the draft plan.