Strategic Plan
2013 - 2016

Bringing Fitness, Fun & Friendship to University life.
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Purpose

Vision
To achieve recognition as a quality Adelaide health and fitness provider, ensuring everybody has the opportunity to be healthy.

Mission
To encourage Fitness Hub members to live well and achieve their fitness goals by supplying quality service and facilities to the University of Adelaide community.

Key Performance Areas
The Strategic Plan for the Fitness Hub concentrates on four main areas, which together establish pivotal frameworks and indicators of success, including;

- Profile
- Business Management (Administration and Finance)
- Development (Marketing, promotions and membership)
- Facilities (maintenance, upgrades and expansion)
Executive Summary

Fitness Hub Strategic Plan

From humble beginnings in 2003 to the much loved fitness facility on campus today, the Fitness Hub has played a significant part in the lives of many Adelaide University students looking to de-stress and socialize in a friendly, healthy environment. Emerging strongly from a period of minimal staff, with an emphasis on part time casual employees, the Strategic Plan 2013-2016 sets in place significant strategies to increase member numbers, strengthen finances and further improve management and customer service performance.

As an independent body, with the Adelaide University Union (AUU), Adelaide University Sport (AU Sport) and the University of Adelaide as its key stakeholders, the Fitness Hub will strive to better utilize the University’s services to enhance all aspects of the gym.

Over the next four years, a strong management structure will be added to augment the operations of the Fitness Hub, while continuing to provide members with high quality facilities and customer service within a tight knit “community” environment. In the short term, there will be a focus on the development of a larger floor plan on campus to meet the demand of increasing member numbers.

Working in conjunction with the various University schools and services on joint projects, the Fitness Hub will promote fitness as stress relief (particularly during exam periods) and a healthy extracurricular activity.

The Plan outlines a measured approach in ensuring the Fitness Hub remains on track as a competitive fitness facility within the Adelaide CBD. Through the implementation of annual business plans, updated procedures and regular Board reviews, the next phase of growth for the Fitness Hub will be particularly exciting.
Profile

Objective
Raise the profile of the Fitness Hub in order that it is recognised as a quality, competitive fitness brand, with students regarding the gym as a significant part of university life on campus.

Key Strategies
1. Seek a closer affiliation with faculties, schools and administrative areas of the University, promoting the use of the Fitness Hub as a positive university experience to all students.
2. Build and enhance relationships with all stakeholders, including the Adelaide University Union and AU Sport, whilst retaining the Fitness Hub as an independent body run for the benefit of all students.
3. Through the 'Development' Key Performance Area, put in place a marketing plan to help develop a stronger connection with the University of Adelaide community.
**Business Management**

**Objective**
Ensure adequate financial resources are provided, managed and appropriately distributed to afford the Fitness Hub with new and improved facilities and membership services over the next four years.

**Key Strategies**

1. Up-skill and mentor existing staff to increase knowledge of the business
2. Consider the hiring of further Group Fitness Instructors in accordance with demand, ensuring all new staff members have a strong skill set in their field.
3. Conduct, through the Fitness Hub Manager, regular reviews for casual and part time staff and for the Board to undertake at least annual performance reviews of management staff.
4. Ensure membership fees, which are set annually by the Board, are affordable to students, competitive to the greater market and continue to be the Fitness Hub’s main source of income.
5. Better utilise the services of administrative areas within the University to help promote and maintain the standard of the Fitness Hub.
6. Continue to create and grow key strategic partnerships with faculties and schools of the University.
7. Undertake a review of the internal capacity of the Fitness Hub in undertaking services currently being outsourced.
Development

Objective
Further develop programs and services for members utilizing marketing and promotional resources.

Key Strategies
1. Develop an annual marketing plan that readily communicates the advantages of students joining the Fitness Hub either as potential members or existing members considering membership renewal, targeting the promotion of off peak memberships and using social media and advertising on campus and off campus more productively.
2. Review the Fitness Hub logo, website and other promotional materials as part of the Marketing Plan.
3. Engage with members regularly through SMS and email communication, as well as organising member only functions, specials and events.
4. Keep up with fitness trends through staff attending workshops, seminars and visiting other gyms to enable the Fitness Hub to undertake a regular review on whether improvements or changes, if any, should be made to its facilities.
5. Conduct a bi-annual member survey to accurately measure the performance of the Fitness Hub in a differing range of areas, as approved by the Board.
6. Continue to grow the group fitness timetable with the aim of attracting more All Access members.
7. Encourage growth in female membership through expansion of facilities, women’s only workshops and exercise programs.
8. Establish an annual training budget for staff members, who show enthusiasm to increase their qualifications enabling the Fitness Hub to keep up with fitness trends and continue to add new classes and services.
9. Improve the performance of casual fitness staff through mentoring by management as well as setting clear payment principles and incentives for personal trainers.
10. Work closely with the gyms on the Waite and Roseworthy campuses, assisting them to further develop their facilities and services to students.
Facilities

Objective
Provide safe, functional, modern fitness equipment and facilities to our members and continue to lobby the University in expanding the physical area of the Fitness Hub to facilitate more space for our growing number of members.

Key Strategies
1. Lobby to expand the gym’s physical space over the next two years to accommodate a wider range of services, including the establishment of group training rooms and expanded fitness programs.
2. As a longer term goal, aim to establish a Sports Hall on Campus, which comprises a larger gym, training areas and swimming pool.
3. Continue to maintain the equipment registry to allow the Fitness Hub Board to accurately budget for annual equipment repair and replacement.
4. Expand the Women’s Only area of the Fitness Hub to include a more varied selection of equipment in the area.
5. Utilise the outdoor areas of the University (eg the Barr Smith Lawns) to allow the Fitness Hub to run Boot-Camp type programs in either a class or workshop format.
6. Investigate the costs of an upgrade of the bathrooms and the addition of a lockable locker service for members.
7. With the early opening and late closing hours for the Fitness Hub, review the current security equipment to ensure the safety of Fitness Hub staff and facilities.