Strategic Plan
2013 - 2016

Bringing Fitness, Fun & Friendship to University life.
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Purpose

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

Mission
To encourage our members to live well and achieve their goals by supplying quality service and facilities to the Adelaide University community and the greater Adelaide public.

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

- Profile (Definition and significant features of our business)
- Resourcing (Administration and Finance)
- Development (Marketing, promotions and Membership)
- Facilities (maintenance, upgrades and expansion)
Summary

Fitness Hub Summary

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.

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
The Fitness Hub profile to be raised so that we are recognized as a quality, competitive fitness brand, with students associating their gym as significant part of university life on campus.

Key Strategies
1. As one of the top eight Universities in Australia, the profile of the University of Adelaide is one of high esteem. We feel that closer affiliation with the university can only be a positive for our own profile; ensuring students associate the Fitness Hub with their university experience.

2. With a strong belief in our own products and services, a complete marketing strategy now needs to be put in to place to properly and appropriately communicate what we can offer potential members and existing members considering membership renewal.

3. Our branding should be kept consistent to ensure our brand is easily recognizable. This will require a review of our logo, website and other marketing materials.

4. In order to engage the interests of new members and retain the current ones, it’s important for us to keep up with fitness trends. By attending workshops, seminars and visiting other gyms we can regularly review what improvements or changes, if any, should be made to our facilities.

5. Regularly gaining an understanding of how we are perceived by members and the university community will help us to see where our envisioned profile currently stands. A bi-annual member survey to grasp their actual opinions will help us accurately distinguish how we are viewed compared to how we would hope to be viewed.

6. Maintain a strong relationship with all stakeholders, including the Adelaide University Union and the Adelaide University Sports Association, whilst retaining our position as an independent body run by members for members.
Objective
To ensure adequate financial resources are provided, managed and appropriately distributed to afford the Fitness Hub with new and improved facilities and services moving forward.

To ensure staff of the highest professional standard in the fitness field are employed.

Key Strategies

1. The up-skilling of staff and mentoring them to increase knowledge of the business will be targeted to ensure our staff turnover remains low (also part of our Development strategies). Ensuring employee resources are well covered, including the hiring of another female Personal Trainer as well as sufficient numbers of Group Fitness Instructors are currently being considered.

2. The Fitness Hub Manager will look to implement regular review periods for casual and part time staff. A representative of the Fitness Hub Committee should conduct a performance review of management annually.

3. Membership fees to remain simplified, affordable for students, competitive to the greater market and our main source of income. Fees to be reviewed on an annual basis by the Fitness Hub Manager and approved by the Committee.

4. Utilizing the services of departments within the University will be a focus for 2013/2014. The university’s Counseling and Disability Service has engaged with us to encourage their clients to seek a fitness routine as a method improving mental health. The department of Exercise Science is looking to trade services in return for use of our facilities as a part of a new degree commencing in 2014.

5. A review of services currently being outsourced outside of the Fitness Hub should be conducted with the proposal that the Fitness Hub could manage such services internally.
Development

Objective
Expand the physical area of the Fitness Hub to facilitate more space for our growing number of members. Increase the knowledge and skills of staff through training and mentoring to further develop programs and services for members utilizing internal resources.

Key Strategies
1. Expanding the gym across the whole of Level 5, Union House would be a wonderful solution to our limited space. Should the Uni Bar have the opportunity to relocate to the Mayo Café area we could truly provide our members with a fitness facility that caters to all workout tastes. The extra space would allow us to work with the Exercise Science department to create a facility that also functions as a resource for the completion of health and sports related research for the academic community.
2. We will continue to grow our group fitness timetable in the hopes that we can secure more All Access members.
3. An annual training budget is to be allocated for staff who show enthusiasm to increase their qualifications so that we might keep up with fitness trends and continue to add new classes and services.
4. We aim for improved performance of our casual fitness staff through mentoring by management as well as bonus incentives for personal trainers.
5. This period of strategy brings a stronger focus on marketing. We will look to target Off-Peak memberships as the gym is already at capacity during peak hours. Our marketing plan includes regular website updates, the continued use of social media and advertising on campus as well as mediums off campus.
6. We hope that between now and 2016 we will have the opportunity to work closely with the gyms on the Waite and Roseworthy campuses, assisting them to further develop their facilities and making gyms on all three campuses uniform.
7. Members are what keep the place running; therefore engagement with them is important. We plan to do this through SMS and email communication, as well as organizing member only functions, specials and events.
Facilities

Objective
To provide safe, functional, modern fitness equipment and facilities to our members. To continue to upgrade and expand on our existing format.

Key Strategies

1. We will continue to maintain our equipment registry to allow us to accurately budget for annual equipment repair and replacement. This ensures our equipment is safe and functional at all times.

2. The Women’s Only area has been a great addition for the female members of the gym. To be able to expand this space would invite more female members and allow us to provide a more varied selection of equipment in the area.

3. Utilizing the outdoor areas of the University, the Barr Smith Lawns for example, would allow us to run Boot-Camp type programs as either a class or workshop format. Resources contributing to equipment for such training would be required.

4. Our bathrooms are functional and provide members with hygienic change facilities, however, an update of the décor and facilities would be welcomed by members. The addition of a lockable locker service would give our members peace of mind when storing valuables.

5. With our early opening and late closing hours, the security of the gym is very important for both members and staff. As such, we look to upgrade our alarm system, panic button and surveillance equipment to ensure our facility is safe and secure at all times.

6. An anticipated joint project with the school of Medical Science sees us working towards a space within the Fitness Hub to be utilized by exercise science students. This space could be used for personal training sessions when not required by students.

7. We hope to gain more control over the available times in the Irene Watson Room in order to make our Group Fitness Classes profitable.

8. We will continue to note areas of improvement based on staff and member feedback. Conducting bi-annual surveys will give members the opportunity to have their say about their gym.