



Singapore Gymnastics



Strategic Plan FY2018 - 2021

“Start Here, Go Anywhere”

Our Highlights

- The climax thus far for SG has been when Lim Heem Wei re-wrote history in qualifying for the 2012 **Olympic Games** in London, proving it is more than attainable for Singapore gymnasts to qualify for the Olympic Games and make an impact on the international stage.
- **Continuous medal performance** at SEA Games with a total tally of 32 medals to date.
- Continuous increase in total membership over the years with a **38% membership increase** over the past 4 years

Our Value Proposition

- Singapore Gymnastics aims to improve the lives of all participants through fostering the development of lifelong skill, physical literacy and healthy habits of movement. As a base, confidence and competence in **Fundamental Movement Skills** sets the foundation for future sporting success or lifelong, active and healthy participation in physical activity.
- Gymnastics is a sport where Singapore **can realistically be competitive at Commonwealth and Asian Games and a powerhouse at SEA Games level**. At any SEA Games, Asian, Commonwealth or Olympic Games, gymnastics has 16 medal ceremonies; **16 Gold Medals** available, with the maximum potential to obtain 28 medals in total.
- Gymnastics is the **foundation of all sports**, providing a “pipeline” of talented athletes to other sports to achieve international success.

Our Strategic Objectives

- Uniting the community by achieving **podium success** through the implementation of a high performance plan that is **athlete centric**.
- To raise the profile of gymnastics and increase participation in Singapore through targeted, inclusive programmes aimed at the 0-5-year old, disengaged youth and mature age participants by increasing the **capacity and capability of community centers, clubs & schools as well as the volunteers & coaches**.
- To be leaders in sport by ensuring all providers offer a **child safe environment** that is enjoyable and satisfying experiences for all participants.
- To develop a **marquee event** in Singapore that will attract world class athletes, increase the profile of the sport and build spectatorship and attract sponsors and increase investment in the sport.



Gymnastics for Everyone
– Enjoyment and Excellence



Successfully leading, promoting and developing Gymnastics as a sport and experience for all, while nurturing TeamSG athletes to podium finishes at world-class events



Professionalism
Excellence
Respect
Fairness
Enjoyment
Community
Teamwork

PERFECT

P ROFESSIONALISM	We are committed to ensuring a strong reputation for the integrity of gymnastics by maintaining the highest standards of professional, ethical and fair behaviour.
E XCELLENCE	We promote a performance culture with a focus on results through a commitment to innovation, flexibility and continuous improvement.
R ESPECT	We have mutual respect for all.
F AIRNESS	We uphold the highest standards of integrity and fairness.
E NJOYMENT	We believe gymnastics provides enjoyment for the entire community; from the spectators to the athletes, from recreational to elite participants, from the young to the old, gymnastics as the foundation for all, is fun and enjoyable.
C OMMUNITY	We recognise and value the contributions all people make to Gymnastics, respecting one another's views and by treating them with dignity and consideration.
T EAMWORK	We support one another, working co-operatively, in unity, and with open and effective communication to make our environment fun and enjoyable in achieving our shared vision.

PERFECT

The purpose of Singapore Gymnastics

The purpose of Singapore Gymnastics is to provide service and support to the family of gymnastics stakeholders. This in turn enables them to deliver safe, enjoyable and satisfying experiences for gymnastics' that ultimately enriches the lives of the intended beneficiaries – the participants and the community.

What we do ...

GYMNASTICS

Services:

- Programmes
- Events
- Education
- Facilities
- Administration
- Resources
- Market Development
- Governance
- High Performance



How we do it...

THE GYMNASTICS FAMILY OF STAKEHOLDERS



Why we do it...

TO DELIVER SAFE, ENJOYABLE, AND SATISFYING EXPERIENCES FOR ALL GYMNASTICS PARTICIPANTS THAT ENRICHES THEIR LIVES AND THE COMMUNITY

Executive Strategic Summary

Strategic Focus	Leadership and Governance	High Performance	Participation
Objectives	Leading the sport in Singapore by building a sustainable and viable organisation through the adoption of best practice	Nurturing athletes to achieve international success	Promoting gymnastics as the fundamental movement programmes that forms the basis for all sports
Strategies	<ol style="list-style-type: none"> 1. Building a reputation for effective leadership for the sport, underpinned by strong governance 2. Diversify sources of revenue to develop and grow the provision for gymnastics 3. Raise the profile and increase the appeal of gymnastics 4. Develop lasting and valued relationships with all stakeholders 	<ol style="list-style-type: none"> 1. Ensure our Daily Training Environment is 'fit for purpose' and geared towards world's best results & best practise 2. Provide clear pathways and support for the identification and development of world's best talent 3. Increase the quantity, quality and depth of coaches 4. Work towards facilities of excellence for the National Training Centre (NTC) 	<ol style="list-style-type: none"> 1. Advocate the need and benefits of participation in fundamental movement programmes for all Singapore children 2. Grow the number and capability of the Gymnastics workforce made up of coaches, judges, volunteers and administrators 3. Increase the capacity and capability of the Gymnastics delivery through clubs, schools and private providers 4. Develop a facility strategy that increased the footprint of gymnastics in Singapore
KPI's	Increase additional revenue streams by 20%	To start to have continuous top 8 finishes at a World Class events	10,000 Members

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Governance and Leadership

Objective	Strategy	Desired Outcomes
1.1 Building a reputation for effective leadership for the sport, underpinned by strong governance	a. Develop and implement a best practice national governance model b. Implement proactive risk management strategies and policies c. Ensure organisational operations are viable and sustainable	<ul style="list-style-type: none"> • Adoption of a new Constitution • Establishment of a Risk Register and the associated policies and procedures • Introduction of a National Insurance programme • Implement an online event and competition management system
1.2 Diversify sources of revenue to develop and grow the provision for gymnastics	a. Develop a Fundraising strategic plan that outlines activities and targets over the next 4 years b. Develop a National Event Strategy that profiles all gymnastics disciplines and builds new revenue streams c. Significantly develop and grow media, digital and commercial revenue and develop socially responsible partnerships. d. Unlock the commercial markets to partner with organisations in the delivery of events and national programmes	<ul style="list-style-type: none"> • SG is established in the Enhanced Scheme for One Team Singapore Fund (OTSF) programmes. • Increase net profit margin for Singapore Open by 10% year on year • Host a world class FIG event and/or an Asian Championship • Increase sponsorship & fundraising income for SG by 10%
1.3 Raise the profile and increase the appeal of gymnastics	a. Grow the number of Singaporeans who feel connected with and passionately support gymnastics in Singapore. b. Develop and implement a targeted marketing, communication and engagement campaign. c. Develop and implement a clear communications strategy that showcases the diversity and benefits of all gymnastics disciplines	<ul style="list-style-type: none"> • Increase spectator attendance at Singapore conducted events by 10% • Marketing & Communication plan implemented • Increase social media engagement by 20% on each platform
1.4 Develop lasting and valued relationships with all stakeholders	a. Maintain strong partnerships with government to maximise investment in the gymnastics community. b. Further develop and enhance the membership categories ensuring SG offers a value proposition to its members. c. Research the needs and delivery services that will engage and integrate affiliated and non-affiliated gymnastics providers which will increase the delivery network of gymnastics in Singapore d. Embrace the ADMS being produced by SSI system that uses easily accessible technology for clubs and participants	<ul style="list-style-type: none"> • Increase in government support both non cash and cash funding • Increase in affiliated Clubs/private providers/schools delivering gymnastics from 34 to 60 • Increase in membership revenue • Implementation of a new SSI online portal that can assist in communicating and engaging with all stakeholders • Increase in the Net Promoter Score (NPS) which is an index to measure member loyalty towards the brand, SG, and/or service.

High Performance

Objective	Strategy	Desired Outcomes
<p>2.1 Ensure our Daily Training Environment is 'fit for purpose' and geared towards world's best results & best practise which prepares adaptable, resilient and competitive athletes</p>	<ol style="list-style-type: none"> Introduce system measures in the daily training environment that measure and record medical injury, well being measures, planning measures for coaches, performance and competition measures. Transform into the best high-performance model in Singapore sport, with the use of ground-breaking use of technology. Establish and maintain world's best standards of sports science and medicine delivery to high performance athletes through relationships with SSI & NYSI Provide quality competition opportunities that support development, and international competition experience. Ensure quality management structure, budgets, support systems and management of resources within the NTC. 	<ul style="list-style-type: none"> Implement robust and sustainable performance monitoring system. Inclusion of visual and data analysis for training and competition purposes that provides and is continually utilised for technical feedback and progression tracking of the athletes Provide ongoing and targeted funding support to the high performance athletes identified to achieve high performance outcomes in 2022 and beyond. Establishment of an athlete scholarship programme Establishment of a nutrition and psychology programme that embraces athlete, coach and parent; and is delivered across the entire breadth and depth of the HP delivery system Ensure that the NTC's have adopted the club quality assurance framework
<p>2.2 Provide clear pathways and support for the identification and development of world's best talent</p>	<ol style="list-style-type: none"> Implement a clear pathway and management system that provides clarity to affiliated clubs in respect to their roles and responsibilities in achieving SG high performance targets. Implement and enhance talent identification systems /processes across the disciplines Improvements in the pathway system measures including athlete numbers and progression from the pathway into national teams which ensures high performance depth through development squads and Junior International Teams Implement retention and talent transfer strategies to enable talented athletes to remain in Gymnastics and or transition to other Olympic sports. 	<ul style="list-style-type: none"> Develop and increase the number of clubs delivering high performance programmes that align with the national outcomes Implementation of a High Performance quality assurance programme for clubs Appointment of a Pathways Manager Establishment of partnerships with other Olympic sports that promotes gymnastics as the foundation sport and provides financial incentives Increase in the number of athletes in the identified talent pool

Objective	Strategy	Desired Outcomes
<p>2.3 Increase the quantity, quality and depth of coaches</p>	<p>a. Cultivate SG into an organisation of choice to attract high calibre international coaches, securing a world leading high performance coaching leadership team</p> <p>b. Develop the HR infrastructure that can identify, recruit and retain high performance coaches at the NTC that can deliver the HP outcomes.</p> <p>c. Coach development and engagement via the introduction of a career pathway programmes that is capacity building of the system as a whole.</p> <p>d. Develop an Internship and Mentor programme for local coaches and retired National gymnasts.</p>	<ul style="list-style-type: none"> • Appointment of high calibre Head Coaches for all NTC programmes at a minimum • Decrease in the coaching turnover to ensure stability of the coaching team • Development and implementation of ongoing individual professional development programmes for all NTC coaches • All NTC coaches have achieved a minimum of FIG Academy Level 2 • Provide a structured professional development programmes for coaches at club level. • Conduct an annual High Performance Symposium with international speakers which attracts more than 20 attendees per year • More than 30% of employed coaches in the NTC programmes are local
<p>2.4 Work towards facilities of excellence</p>	<p>a. Develop a short, medium and long term facilities strategy for the NTC.</p>	<ul style="list-style-type: none"> • One training facility that can accommodate all RG groups and that does not compromise the athletes training programme • Source a training facility that can accommodate both the MAG & WAG NTC programmes • Development of a facilities business plan that can lead towards sustainability

Objective	Strategy	Desired Outcomes
<p>3.1 Advocate the need and benefits of participation in fundamental movement programmes for all Singapore children</p>	<ol style="list-style-type: none"> a. Increase public understanding around the need and benefits of fundamental movement programmes for children b. Develop strategic stakeholder partnerships with education, health and government bodies / agencies c. Implement engagement programmes for kindergartens and primary schools to deliver gymnastics 	<ul style="list-style-type: none"> • Implement the “Start here, go anywhere” marketing and PR campaign • Gymnastics is being delivered in 80% of kindergartens and primary schools • Gymnastics forms part of the curriculum for pre-service kindergarten and primary teachers • The school gymnastics competitions utilises and aligns to the SG athlete pathways and competition structure • Employment of a Participation Manager who can facilitate the implementation of innovative products and programmes, while driving the fundamental movement programmes in kindergarten and schools
<p>3.2 Grow the number and capability of the Gymnastics workforce made up of Coaches, Judges, Administrators and Volunteers</p>	<ol style="list-style-type: none"> a. Review and implement a coach education framework that reduces barriers to entry while linking the accreditation system with educational partners. b. Improve access to relevant professional development opportunities and resources for Coaches, Judges and Administrators. c. Develop and implement retention and recognition initiatives for Coaches, Judges, Administrators and Volunteers. d. Implement a LMS to aid in increasing accessibility to courses and resources 	<ul style="list-style-type: none"> • Develop and implement the SG Coaching Framework, that incorporates at entry level a Fundamental Coaching Course that can be adapted for Pre-service teachers and other sports • Increase in the number of Technical Members in all disciplines and at all levels of the framework • Introduction of a yearly educational calendar that includes an annual “Congress”, and an increase in professional development opportunities for Coaches, Judges, Administrators and Volunteers • Introduction of an online platform that facilitates judge and coach accreditation and professional development

Objective	Strategy	Desired Outcomes
<p>3.3 Increase the capacity and capability of the Gymnastics delivery through clubs, schools and private providers</p>	<p>a. Improve and enhance the delivery of Gymnastics in clubs/service providers/schools by providing effective frameworks and policies through a club quality assurance programmes.</p> <p>b. Build further the capability of clubs/service providers/schools to provide a welcoming environment, ensuring they are an inclusive, fun and safe place for all children.</p> <p>c. Increase in participation levels of all athletes, of all abilities through clear transition pathways and a coordinated competition structure that maximises participation for all ages and performance levels</p> <p>d. Implement innovative products, programmes and services that will enhance interest in the sport and growth in participation.</p>	<ul style="list-style-type: none"> • Increase in the number of clubs/service providers/schools delivering gymnastics to 50 or more. • Implementation of a National quality assurance and best practice club operations guide that is linked to annual membership renewal • Implementation of a child safe programme that is imbedded into all clubs/service providers/schools activities • Develop and implement a National safety and risk management framework linked to a National insurance programme for clubs/service providers/schools • Increase of athlete membership to 10,000 • Implementation of new athlete programmes: KinderGym (0-5), FreeG (Parkour) and Gentle Gymnastics (40+) • Increase number of athletes participating in National Championships
<p>3.4 Develop a facility strategy that increased the footprint of gymnastics in Singapore</p>	<p>a. Conduct a facilities feasibility study that facilitates and supports club expansion strategies.</p>	<ul style="list-style-type: none"> • Development of a facility toolkit (templates and key strategic information) that provides resources to clubs and private providers to maximise current facilities and assist with club expansion Gymnastics deliverers; Clubs and private providers are located in all geographic areas of Singapore meeting the demographics needs.

Thank you

