



Policy: Quarterly Class Review

Version	1
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Person responsible	Studio Owner
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Introduction

Dragonfly Dance is committed to maintaining a high-quality and financially sustainable program of adult dance classes. To ensure our timetable reflects demand, supports student progress, and uses resources responsibly, all classes are reviewed on a quarterly basis.

Purpose

The purpose of this policy is to provide a consistent and transparent approach for reviewing class performance each quarter to support decisions around class:

- continuation
- promotion
- merging
- splitting
- cancelling
- reclassification

Scope

This policy applies to all regular group classes at Dragonfly Dance. It does not apply to private lessons, intensives, short courses, or external studio hires.

Responsibilities

Studio Owner / Director	Oversees the review process, makes final decisions on class changes, and ensures alignment with strategic and financial goals.
Business Services Manager	Prepares reports and data summaries to support the review process.
Marketing and Administrative Teams	Implements class schedule changes and supports communication and promotion.
Teachers	Provide feedback on student progress and suitability of class level classifications.

Procedure

Step 1: Data analysis

Reviews are conducted each quarter against the following criteria:

- **Average capacity utilisation** each month and the trend over a period of at least three months
- **Attendance patterns**, including consistency and fluctuations
- **Net revenue contribution**, with consideration of members who pay for a class but may not regularly attend
- **Level of class**, acknowledging that higher level classes may have lower capacity utilisation but are essential to:
 - Provide pathways for experienced dancers
 - Uphold the studio's reputation; and
 - Ensure continuity for dancers aspiring to progress
- **Mitigating factors** such as isolated weeks of low attendance that distort averages
- **Teacher and student feedback**, particularly insights into reasons for growth or decline
- **Spread of abilities and experience** within the class, to ensure level classifications remain appropriate

Step 2: Decision and action

Decisions about each class will be based on the findings of Step 1 and may include:

- 2.1. Identify natural recovery factors – where temporary issues (eg seasonal absences, timetable changes) suggest capacity utilisation will improve without intervention.
 - 2.2. Implement targeted promotion – dedicate marketing and communication efforts to support underperforming but potentially viable classes.
 - 2.3. Reclassify, merge, or cancel – if utilisation remains below threshold and promotional efforts are unsuccessful, classes may be reclassified to a more suitable level, merged with another class, or cancelled.
- - Classes must achieve an average **capacity utilisation of at least 30%** to remain viable.
 - Classes falling below this threshold for **two consecutive quarters** may be cancelled or merged unless a clear and time-bound recovery strategy is identified.
 - Promotional efforts will be prioritised for underperforming but recoverable classes before a cancellation decision is made.
 - Class **level classification** must reflect the current ability of the majority of students.
 - Classes that are oversubscribed or consistently at preferred maximum capacity may be considered for splitting, or waitlist management.

Components

Frequency

Reviews conducted quarterly (January, April, July, October)

Key Metrics

Capacity Utilisation	% of preferred max filled on average
Average Attendance	Number of students per class
Net Revenue	Estimation based on pricing and teacher pay
New Visitors	First-time attendees during the quarter
Late Cancels / No Shows	

Traffic Light Rating System

Rating	Capacity Utilisation	Action
● Red	≤ 30%	Investigate → Promote → Merge/Cancel
● Orange	31-74	Monitor → Promote
● Green	≥ 75%	Maintain or consider expansion

Review Breakdown

- By class
- By teacher
- By style
- By level
- By studio

Reclassification Triggers

- 80% or more of class working above current sublevel
- No new beginners joining in the last 6–8 weeks
- Teacher reports class is no longer appropriate for current classification students

Review and recording keeping

All quarterly reviews will be recorded and logged.

Related documents

- Quarterly Class Review Procedure
- Quarterly Clas Review Standard Operating Procedure

Review

This policy will be reviewed annually.