



# LEEDERVILLE TENNIS CLUB

# STRATEGIC PLAN 2023 - 2028

## ACKNOWLEDGEMENT

The 2023-2028 Business and Development Plan (The Strategic Plan) for the Leederville Tennis Club (LTC) for the period 30<sup>th</sup> June 2022 to 30<sup>th</sup> June 2028 is subject to approval by the Board of Management of LTC.

The Strategic Plan was developed knowing the market conditions and the available financial and human resources required to realise the goals within it.

Subject to variations caused by factors beyond the control of the LTC, a commitment is undertaken to achieve and strive towards the requirements of the Strategic Plan.

It is hereby acknowledged that the 2023-2028 Business Plan was accepted and adopted by the Board of Management on 12<sup>th</sup> June 2023.

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Wendy Ireland President LTC

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Date

During October 2021- April 2023, the Executive Committee of the Leederville Tennis Club, worked with Tennis West and an external consultant to facilitate and develop a Strategic Plan for the Club.

After initial consultation with the Executive Committee to develop a framework for development, stakeholders were invited to a workshop to express the future outcome for the Club.

The content gathered at the workshop was collated by the President to form a draft version of the plan.

Upon further revision of the plan by the Executive Committee and feedback from stakeholders a final plan was developed.

This plan will provide the framework and direction for the Leederville Tennis Club for the next 5 years. **During this time the Leederville Tennis Club will celebrate its Centenary in February 2024.**

## Cultural Vision

It is now 2025 and Leederville Tennis Club (LTC) is a vibrant Community Hub with a membership of 200 members and growing offering refurbished courts under lights. LTC is highly regarded, recognisable organisation that effectively delivers the sport of Tennis to their community.

The wheelchair and tennis for the visually impaired players have ease of access via our new entry point and ramps. Our bar is open 4 nights a week and the new Coffee Spot is a great place to meet and greet. The newly painted clubhouse interior and new pergola and patio area with BBQ provide a fresh and positive first impression. We have plans for shade shelters behind courts 7 and 8. The addition of the top storey to the Clubhouse offers more hospitality options and leasing opportunities.

Through evenly graded and relevant competitions, development of volunteers, clear development pathways for players, coaches and umpires, Leederville Tennis Club is seen as the benchmark of local tennis clubs in Western Australia. LTC has 10 Pennant Teams as a result of our pathway from juniors to adult club members retaining. The LTC Diggers' Cup and Hopman Cup cater for the more competitive players and the social players enjoy our Compass Events and Themed Days. Social play continues to be well supported and our numbers increasing filling all grass courts and some hard courts. There is a friendly welcome to everyone which is inclusive and supportive. The Club shirts and caps are very popular.

Supported by strong and transparent governance, use of technology and clear communication the Club has built a community of support and safety. This allows everyone to reach their potential and most of all have fun.

Community social tennis includes music and pizza on Friday night, Corporate Tennis Sundowners and Club Coach member and community sessions. This community vibe and spirit has built a 'Leederville Tennis Club family' that will only get stronger into the future.

# 1 INTRODUCTION

## 1.1 Club Vision

To provide members, the local community, and visitors with the opportunity to play tennis at all levels, both competitive and social, and to promote the integrity of the club. That LTC is a high-quality facility with a range of facilities both tennis and non-tennis related that are accessible to the broad membership and wider community, day and evening all year round.

## 1.2 Club Values

- Good sportsmanship by all players.
- Creating a welcoming and socially cohesive environment for all to enjoy.
- An emphasis on fun and enjoyment as the focus for all members and visitors.

# 2 The Club

## 2.1 Facilities

A summary of current Tennis Club facilities is detailed below:

- 10 grass courts
- 2 hard courts under lights – were resurfaced in April 2023.
- 4 synthetic grass courts under lights
- Clubhouse aging but in in good condition, consisting of:
  - 155 square metres of member's area incorporating bar and member's area kitchen male and female toilets with shower in each and disabled toilet with external ramp (not up to today's code) and internal storeroom
  - External storeroom and Captain's office
  - 75 square metres of paved undercover verandah
  - 75 square metres of paved pergola
  - Net storage room
  - Greenkeeper's storeroom
- Asphalt car park with 36 marked car bays

We have a Club Restricted License which allows the Club to open the bar on most days from 2pm to mid-night.

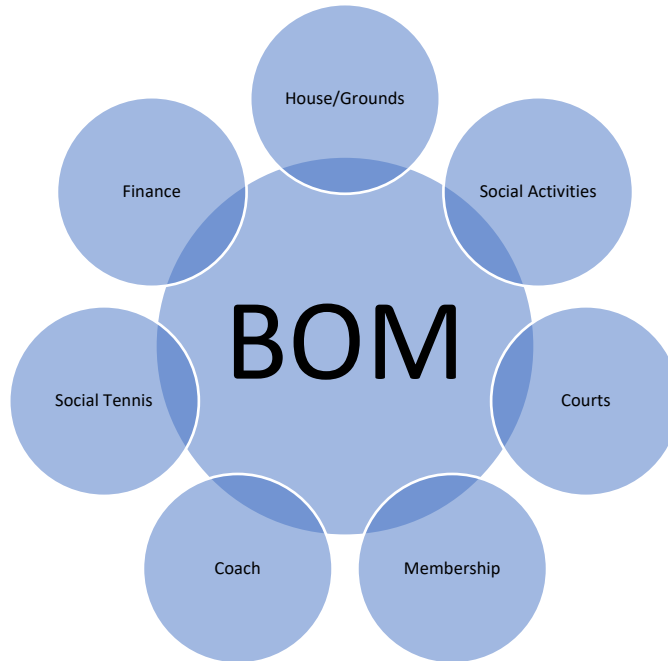
The hall area can be hired out to members and community for social functions.

The Lease on the premises from the City of Vincent extends currently to 1 month. Current Lease framework originally suggested at \$4,840 pa (with annual CPI increases) and State Govt Emergency Services Levy \$800 (reviewed annually). We are in discussion with COV to formalise our lease at 5-years plus a 5-year option.

Tennis West Affiliation Fees are currently \$4,300 per year. Bins have been removed from our Rates with CoV and costs the club approximately \$2,000 p.a.

## 2.2 Management

Overall running of the Club is the responsibility of the volunteer Board of Management (BOM). The BOM is also supported by focused sub-committees as follows:



The role of the sub-committees, in the relevant area of responsibility, is to:

1. Champion the cause and lead the discussion in BOM meetings,
2. Discuss issues amongst the subcommittee and reach a consensus,
3. Do appropriate research (i.e., try to use more facts, and less opinions),
4. Bring well considered recommendations to the BOM meeting for all significant decisions beyond subcommittee authority,
5. Provide appropriate background information to the BOM as pre-reading,
6. Provide a focal point, and a point of authority,
7. Seek input and field queries from members and stakeholders,
8. Provide a point of contact for people to ask, refer ideas, offer help etc.,
9. Identify and encourage potential volunteers to assist with the subcommittee work.

Subcommittees can be led by, and consist of non-BOM members, and even non-Club members.

The expectation is that discussions will be had, and recommendations made, by passionate and well-informed subcommittees, before initiatives are presented to the BOM meetings for short discussion and endorsement or otherwise, where required.

Subcommittees need to be prepared to lead, champion and **DO** (most of) anything they recommend. There is no requirement for formal subcommittee meetings, minutes or such things.

## 2.3 Coaching

The tennis coaching contract with Peter Gerrans, trading as Tennis Lessons Perth, has been recently negotiated to extend to 30<sup>th</sup> September 2027 with 6 months' notice of intention to renew or terminate the contract at the end of the 5-year term.

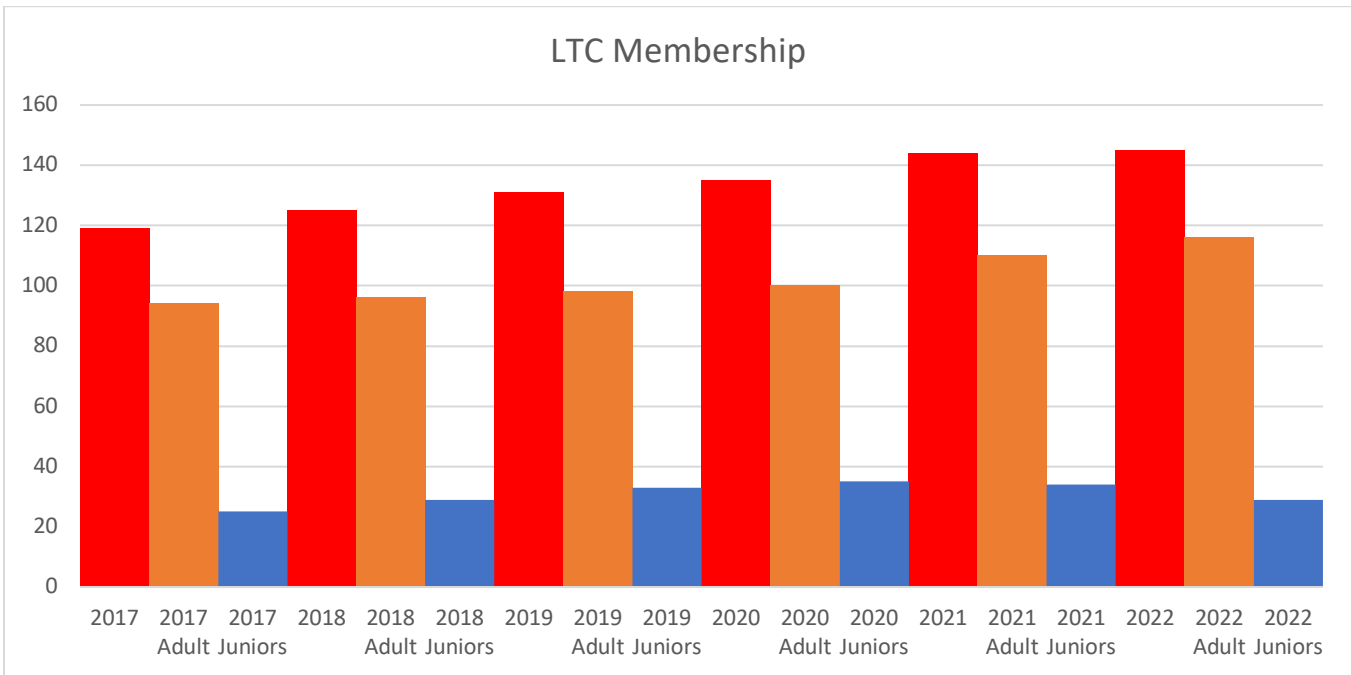
Tennis Lessons Perth will pay to LTC a scheduled annual fee in return for sole coaching rights at LTC and use of the Club's courts.

Tennis Lessons Perth's duties include:

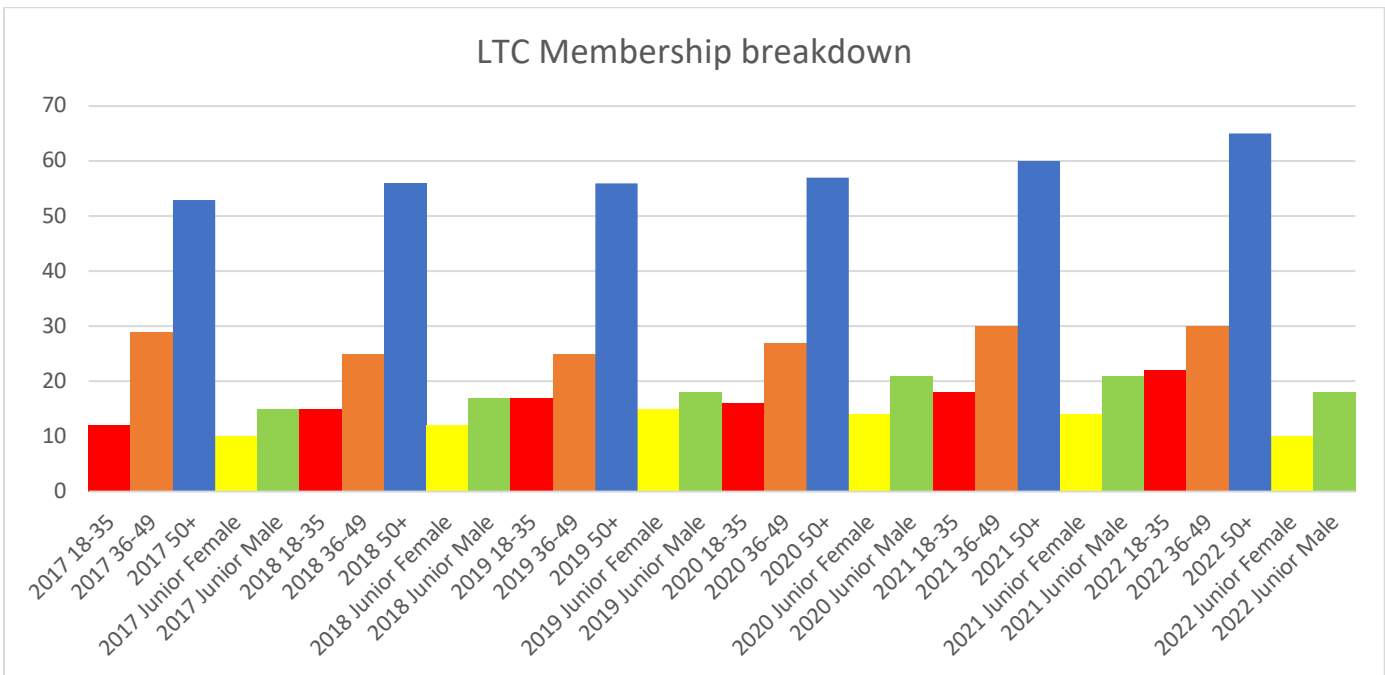
- Run the LTC Junior Club
- Co-ordinate and supervise LTC Junior Pennants on Sunday morning
- Organise and run the LTC Junior Club Championships
- Promote and mention LTC in Perth Tennis Lessons' marketing material
- Provide coaching services to members and community players on hourly rates
- Run Junior and Adult Tournaments each coaching term
- Run the Compass Tournament and other events as agreed for LTC
- Having an inclusive and mutually beneficial relationship with LTC members
- Coach training sessions once a month through summer tennis season. 12.30pm - Prior to Saturday Social.

## 2.4 Membership Trend

The Membership charts below show an upturn in the trend in the number of Club Members.



Membership by category 18-35; 36-49; 50 plus; Junior Female and Junior Male



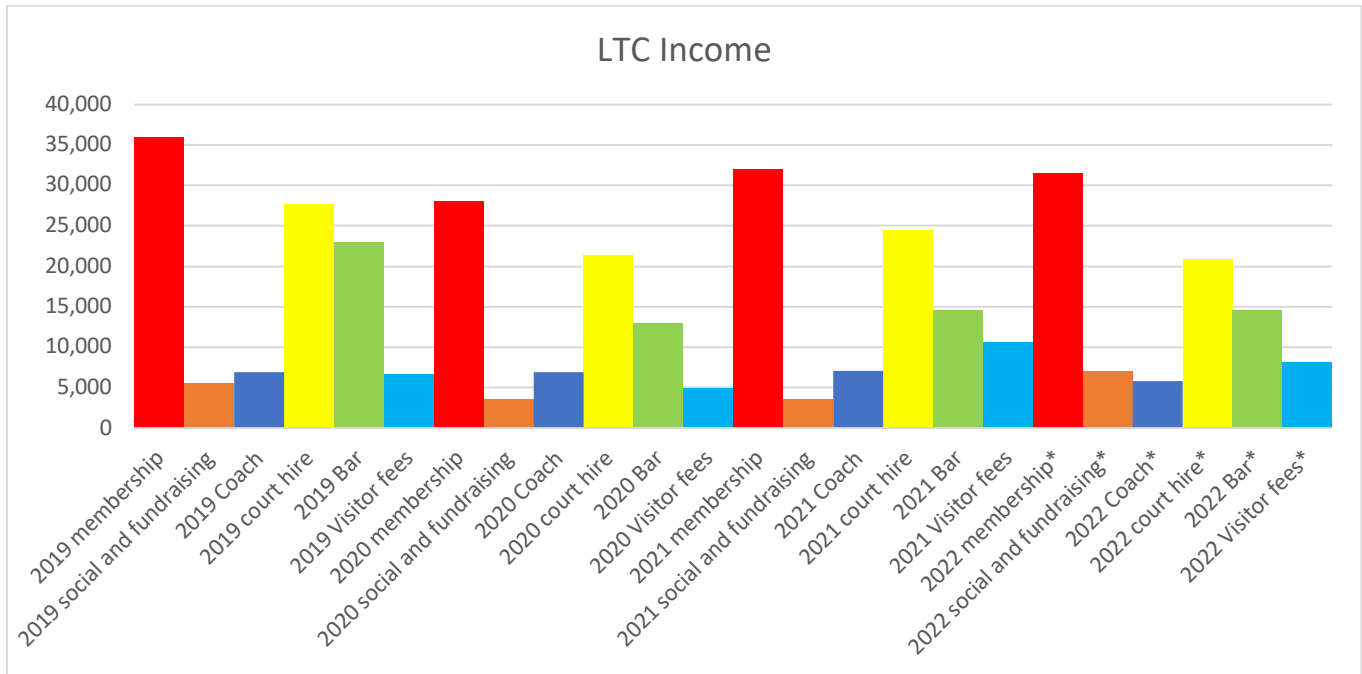
## 2.5 Current Financials

Membership revenue has remained static at \$30,000 over the past 3 years, with some minor increase in recent years due to increasing membership.

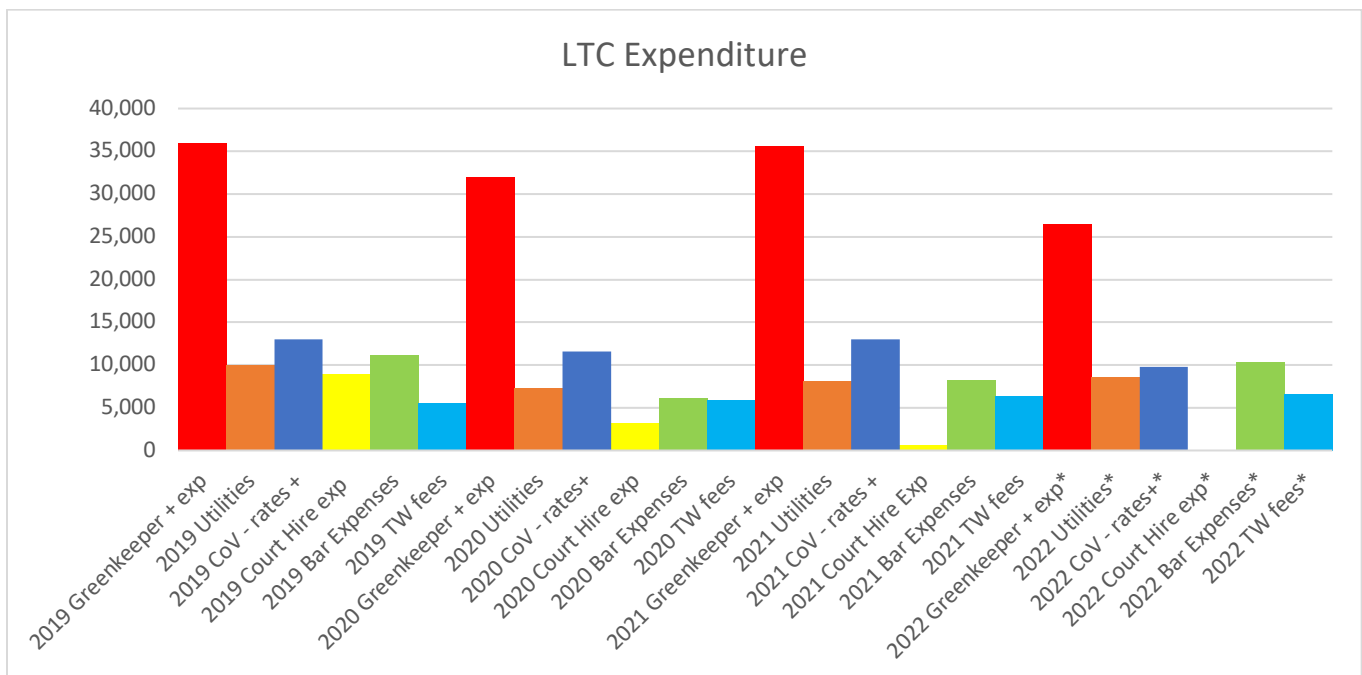
Net revenue from court hire has increased as a result of our upgrade to Book a Court.

Fundraising has been curtailed due to COVID and having to cancel our largest fundraiser, The Diggers' Cup twice in 2020 and 2021, losing the club around \$5,000 each year.

### Key LTC Income report



### Key LTC Expenditure



## 2.6 SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Inner city location</li> <li>• 10 grass courts, 2 hard courts and 4 synthetic courts</li> <li>• 6 courts under lights- (Synthetic and Hard)</li> <li>• Strong non-member tennis participation (junior coaching, evening social, court hire)</li> <li>• Strong and diverse Board of Management</li> <li>• Well run licensed bar</li> <li>• Well established coaching business</li> <li>• Effective online tennis court booking system</li> <li>• Good relationship with, and support from Tennis West and the City of Vincent (CoV)</li> <li>• Strategic Plan for maintenance and improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Aging Clubhouse</li> <li>• Limited number of pennant teams, particularly ladies' teams</li> <li>• High cost of grass court maintenance</li> <li>• Difficulty in maintaining high quality grass courts</li> <li>• Windy location- This is all of Perth at times</li> <li>• Limited marketing</li> <li>• Work required to maintain membership numbers</li> <li>• No car park security cameras.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Increase membership particularly in 18–50-year-old categories</li> <li>• Attract strong players to social tennis</li> <li>• Attract more Junior members</li> <li>• Increase retention of Juniors into youth ranks</li> <li>• Increase sponsorship</li> <li>• Secure future funding grants from Government and industry sources</li> <li>• Upgrade Clubrooms and pergola area</li> <li>• Share facilities and costs with another sporting group – Britannia Sports Complex</li> <li>• Run additional social events to raise funds</li> <li>• Run additional and 'fun' tournaments to increase participation and raise funds</li> <li>• Increase days/hrs the bar is open to encourage more social tennis, particularly after work. Kiosk commenced 2022.</li> <li>• Market our flexible playing options – pay to play and different membership categories</li> <li>• Use of social media to promote the Club</li> <li>• Refresh the LTC website</li> <li>• Improve court hire with better promotion</li> <li>• Increase in members from infill and more apartments in Leederville and broader CoV</li> <li>• Harness parents of juniors</li> <li>• Local school involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Aging senior membership</li> <li>• Low numbers volunteering</li> <li>• General trend away from club membership commitments</li> <li>• Limited financial support from Tennis Australia</li> <li>• Perception as a Club full of oldies, so less likely to attract younger players</li> <li>• Member support for social activities and Club events is declining</li> </ul>



## 2.7 Objectives

Key Objectives	Measures to achieve Objectives	Target date	Responsible Person	Estimated Budget
<b>1. Increase participation and number of people who play social tennis at LTC</b>	Establish a <b>Social Tennis Subcommittee</b> to lead the initiatives and discussions associated with social tennis activities and to champion the following initiatives:			
	A. Develop a plan to attract social players to the Club - able and disabled	30 <sup>th</sup> Nov 2023	Social Tennis Subcommittee	
	B. Develop a plan to retain and transition Junior members into Youth Members	30 <sup>th</sup> Nov 2023		
	C. Implement a Friday Sundowner social play with bar open afterwards as a trial. Investigate the possibility of combining this with junior coaching	31 <sup>st</sup> Oct 2023		
	D. Introduce and promote intra-club competitive night tennis	31 <sup>st</sup> Oct 2023		
<b>2. Increase participation and number of people who play competitive tennis at LTC</b>	Establish a Competitions Subcommittee to lead initiatives and discussions associated with competition tennis activities and to champion the following initiatives:			
	A. Work early to identify and encourage new players with a view to establishing more pennant teams for Summer 2023 season including: <ul style="list-style-type: none"> <li>` Junior Teams</li> <li>` Weekend Senior Teams</li> <li>` Sunday Vets Doubles Teams</li> <li>` Mid-week and Evening teams</li> </ul>	1 <sup>st</sup> July 2023	Competitions Subcommittee	
<b>3. Increase participation and number of people who engage in non-tennis activities at LTC</b>	Establish a Social Activities Subcommittee to lead the initiatives and discussions associated with non-tennis social activities and to champion the following initiatives:			
	A. Propose, organise, and promote social activities	Ongoing	Social Activities Subcommittee	
	B. Investigate and establish alternative income sources or facility usage, eg coffee van, Café, respite, playgroup	1 <sup>st</sup> October 2023		
	C. Trial increased hours of the bar to attract people to the club and to play and stay after the game – Wednesday nights/Other.	1 <sup>st</sup> October 2023		
	D. Consider and establish new services and activities to enhance the after-tennis experience	1 <sup>st</sup> October 2023		
<b>4. Upgrade Club facilities</b>	Continue the Capital Projects Subcommittee to lead the initiatives and discussions associated with the major capital projects at LTC (>\$5000) and to champion the following initiatives:			
Electric BBQ	Wheelchair access to club and courts	Hard court resurfacing	Court 7-8 and 11-12 change to surface	
Shade huts courts 7-8	Car Park security cameras			