

East Malvern Tennis Club Strategic Plan 2018 - 2020

August 2018



Five strategic priorities will deliver an enhanced tennis club experience for a large cross section of the community

Vision

A family friendly, vibrant community hub that encourages people of all ages, standards and ethnicities, to meet and play tennis more often.

Ensure financial sustainability

- Maintain strong financial management
- Actively pursue new funding opportunities to maintain and improve facilities
- Maintain strong communication with Council, government, sponsors and Tennis bodies.

Renew facilities

- Develop, promote and support a quality, welcoming and sustainable venue
- Plan and execute maintenance and renewal projects

An Active, Inclusive & Safe Community

- To promote a healthy active lifestyle across all age groups and levels for both able bodied and physically challenged people.
- To build a club culture that welcomes members from our local community of all ages, genders, sexual orientation, ethnicity and religions
- Work with state and local authorities, TA, TV and Coaching body to provide the safest possible environment for both members and visitors.

Create pathways and opportunities

- Deliver a range of competitive opportunities
- Embed progressive pathways for the development of all standards, i.e. progression from junior to adult tennis

Engage with stakeholders & support Local

- Maintain strong communication with Council , government , sponsors and Tennis bodies
- Regular member contact via different channels e.g. co-ordinators, surveys
- To always give local businesses the opportunity to partner the club with products & services, and to encourage our member community to do the same.

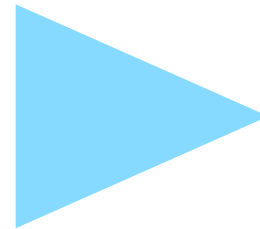
Underpinned by good governance, administration and communication



Ensuring financial sustainability to provide a quality Club and renew ageing facilities

Strategic Focus

- Continue sponsorship and develop other new revenue opportunities
- Seek alternative funding for renewal projects e.g. grants, Council
- Embed strong budgeting, reporting and cost management disciplines and systems

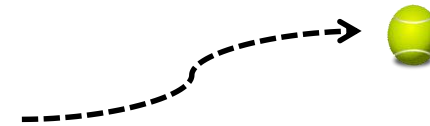


Performance measures

- ✓ Revenue growth from alternative sources 5% - 10%
- ✓ Sinking fund growth
- ✓ Submission of funding requests
- ✓ Budgeting implemented on Xero, regular cost reviews

Activities to deliver on objectives

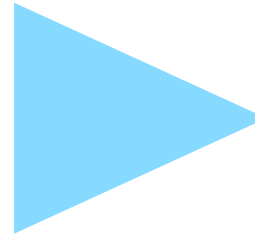
| | FY18 | FY19 | FY20 |
|--|------|------|------|
| Continue to update proposal for attracting sponsors | ● | ● | |
| Maintain/grow membership numbers via marketing , pathways strategies | ● | ● | ● |
| Review membership fee model | | | ● |
| Review merchandising program | | ● | |
| | | | |



Facility management is key to ensuring quality of play and development as a community hub

Strategic Focus

- Membership demographics and projections support development of a community hub to cater for juniors, adults, seniors across all genders, ethnicity, religion and for both able bodied and physically challenged people.
- Development of a Concept Plan, in conjunction with Stonnington Council, will guide the renewal of degrading facilities

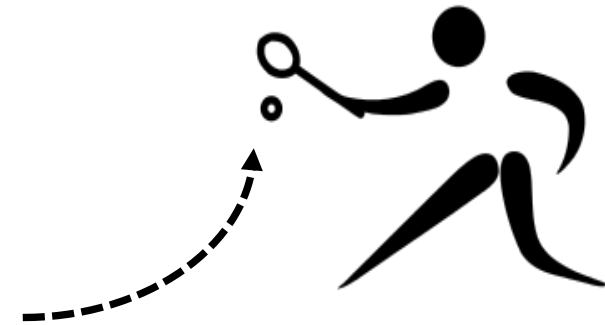


Performance measures

- ✓ Qualitative feedback on court surface conditions via members, visiting teams, coach
- ✓ Member feedback on Concept Plans
- ✓ Submission of funding requests

Activities to deliver on objectives

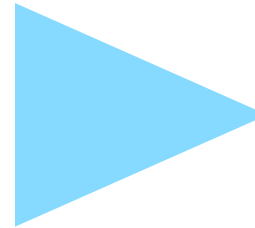
| | FY18 | FY19 | FY20 |
|---|------|------|------|
| Develop Concept Plan for the Club | ● | ● | |
| Prepare funding submissions for renewal projects | ● | ● | ● |
| Regular court maintenance e.g. surfaces, drainage, lights, fences, adjunct facilities | ● | ● | ● |
| Continue the review of our operating model | | | ● |



Focus on participation for local community and member engagement

Strategic Focus

- Support and deliver a range of social and competitive opportunities and progressive pathways for the development of all standards, ie. especially progression from junior to adult
- Provide innovative opportunities to participate in tennis that are inclusive of people of all backgrounds and skill levels with particular focus on junior females

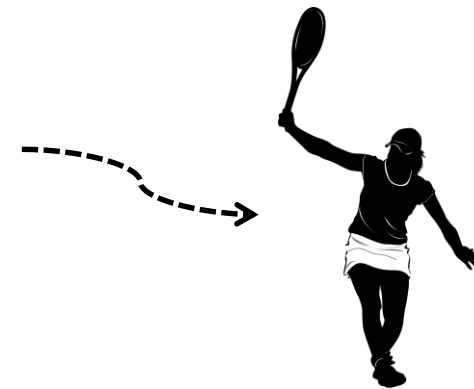


Performance measures

- ✓ Grow female and senior participation
- ✓ Build strong competition participation
- ✓ Maintain Open Day new membership numbers

Activities to deliver on objectives

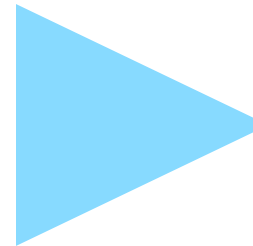
| | FY18 | FY19 | FY20 |
|--|------|------|------|
| Pilot FAST4 tennis | | ● | |
| Run community and member events to build social engagement e.g. Open days, Club Championships | ● | ● | ● |
| Introduce "Competition pathway plans" for members to achieve player development ,reduce attrition and especially increase junior females | | ● | ● |
| Actively encourage adult females to continue with competitions, especially in the Pennant season. | ● | ● | ● |



Building strong relationships with stakeholders & support local

Strategic Focus

- Build awareness across government , tennis bodies and sponsors about the Club and it vision
- Engage with members to build the Club culture and seek their feedback
- Increase profile across the community via marketing activities, including giving local businesses the opportunity to partner with the Club and our members to interact with them



Performance measures

- ✓ Awareness by Stakeholders & local businesses and qualitative feedback on relationships
- ✓ Member feedback

Activities to deliver on objectives

| | FY18 | FY19 | FY20 |
|--|------|------|------|
| Develop/execute stakeholder and local business engagement plan | ● | ● | ● |
| Ongoing Member communications via President Updates, Website updates, focus groups, surveys | ● | ● | ● |
| Maintain website and explore other social media opportunities inc. facebook, Instagram, twitter etc. | ● | ● | ● |



Appendix A – SWOT Analysis used in developing the strategy

Strengths

- One of the largest community tennis club in Victoria with over 1000 members
- Large coaching base providing membership pipeline opportunities
- Large facility with ten floodlit en tout cas courts, clubhouse, pool set in East Malvern's sporting ground precinct
- Over \$200K available
- Administration Officer and live in caretakers provide service, security, access for members
- Progressive Committee
- Winner of Most Outstanding Tennis Club in Australia 2016
- New LED Lighting on Courts 1 – 6, greatly enhances Night Competition.

Weaknesses

- Some court conditions are sub-optimal with uneven surfaces, drainage issues, Courts 7-10 lighting is poor
- Court capacity is unable to meet demand after school, evenings and weekends
- Clubhouse is an eyesore and not appealing
- Accessibility issues and OH&S risks e.g. surfaces and car park
- Junior female participation is lower. Junior to adult competitor attrition is higher than desirable
- Status of lease with Council is unconfirmed

Opportunities

- EMTC's large membership contains a high proportion of juniors, females and seniors compared to many other sporting clubs
- Formally developing proposals for funding grants
- EMTC's membership and foot traffic offers attractive sponsorship potential
- Developing and executing formal plans for increasing participation and pathway development
- Utilising the facilities in non-peak times e.g. 9am -3 pm weekdays
- Frequent and well organised social functions

Threats

- Further facility degradation due to environmental, health and safety factors
- Large and opportunistic competitor – Kooyong Lawn Tennis Club
- Tennis must compete against higher profile sporting clubs (football, cricket) for funding grants
- Losing social players to other "pay for play" sports

Appendix B - EMTC Demographics evidence representation from a wide cross section of the community by age and gender

Key points

- EMTC has over 1000 members making it one of the largest Tennis Club in Victoria, behind Kooyong and Royal South Yarra Lawn Tennis Clubs.
- Gender mix is nearly half female and male
- Proportions are high across adults, juniors and seniors
- Actuarial projections show steady trends in membership numbers. (Projections do not take into account any new strategies as contained in this Strategic Plan)

