

**Operations Report – 9/4/2018  
For the Main Body Committee**

**Presented by: Tony Haworth**



<b>Item</b>	<b>1. Staff – coaching, front desk &amp; support / Roles &amp; Responsibilities &amp; Contractual Agreements</b>
1.1	<p><b><u>Explanatory Note:</u></b></p> <p>Currently we have Bonny Allison, and Eve Harrison on front desk, both on casual employment rates, 8 coaches, all of who are on casual employment, Tom is the only dual role we have where he both coaches and undertakes maintenance work for 10 hours per week. Note that Tom is paid at the same rates in terms of the award.</p>
	<p><b><u>Issue</u></b></p> <p>No staff have received their roles and responsibilities nor agreements in terms of what they can and can't do since each have commenced in their roles</p>
	<p><b><u>Recommendation &amp; WIP by Tony</u></b></p> <p>Staff issued with roles and responsibilities including contractual agreements as issued by Tennis Australia via the Accredited coaches portal called Bounce.</p>
	<p><b><u>Source</u></b></p> <p><i>Refer to appendix (A) providing copies for front desk, maintenance, and coach's role and responsibilities Refer to appendix (B) providing proposed agreements to be issued and reviewed by Alex Silcock. Note Alex will provide casual employment contracts for front of desk and maintenance.</i></p>

Item	Staff – coaching, front desk & support / Pay Rates
1.2	<p><i>Explanatory Note:</i> Refer to point (1)</p>
	<p><b><u>Issue</u></b></p> <p>Pay rates for coaches at the club have been determined through negotiation between the previous GM and the individual coaches. One casual coach has indicated that a pay rate has yet to be determined despite the coach in question already coaching at the club. If a coach is not TA qualified, TA advise that coach's classifications come under the award Registered and Licenced Clubs Award (2010) and classified as a Leisure Attendant. To determine an award, pay rate the award provides 3 grade definitions as outlined:</p> <p><b>Level 2 (Grade 1) - An employee who:</b></p> <ul style="list-style-type: none"> <li>• attends a shop associated with the club's activities, for example a golf pro shop owned and operated by the club or</li> <li>• acts as an assistant instructor, pool attendant and/or can be responsible for the setting up, distribution and care of equipment, and the taking of bookings.</li> </ul> <p><b>Level 3 (Grade 2)</b> An employee who has the appropriate level of training and takes classes and/or directs leisure activities such as sporting areas, health clubs and swimming pools. This classification includes an assistant bingo caller.</p> <p><b>Level 4 (Grade 3)</b> An employee who has the appropriate level of training, and who plans and co-ordinates leisure activities for guests and may supervise other leisure attendants. This classification includes a bingo caller (being a person engaged to present, host or comper the games of Bingo, Alphy and Housie, or games of a like nature).</p> <hr/> <p><b><u>Recommendation</u></b> Based on the above, Brett &amp; Aaron are paid as per TA guidelines, Tom and Miran remain on current pay rates, although are being paid at higher hourly rates, Kristian (17 years), Brad (18 years), Luke (Over 21) be paid at Level 2 (Grade 1). Note as Alex is on the committee his employment should be reviewed in line with current regulatory requirements. A separate contract for maintenance work and hourly pay rates to be provided to Tom given his dual roles as coach and maintenance</p> <hr/> <p><b><u>Source</u></b> - <a href="http://www.fairwork.gov.au">www.fairwork.gov.au</a> Refer to Appendix (C) providing current pay rate comparisons to the award.</p>

<b>Item</b>	<b>1. Staff - Volunteers</b>										
1.3	<p><b><u>Explanatory Note:</u></b></p> <p>The new lease requires the GTC to open:</p> <table border="1" data-bbox="302 387 1124 549"> <thead> <tr> <th data-bbox="302 387 712 419">Days</th> <th data-bbox="712 387 1124 419">Opening Hours</th> </tr> </thead> <tbody> <tr> <td data-bbox="302 419 712 451">Monday-Thursday</td> <td data-bbox="712 419 1124 451">7.00 am -10.00 pm</td> </tr> <tr> <td data-bbox="302 451 712 483">Friday</td> <td data-bbox="712 451 1124 483">7.00 am – 9.00 pm</td> </tr> <tr> <td data-bbox="302 483 712 515">Saturday</td> <td data-bbox="712 483 1124 515">7.00 am – 7.00 pm</td> </tr> <tr> <td data-bbox="302 515 712 547">Sunday</td> <td data-bbox="712 515 1124 547">10.00 am – 5.00 pm</td> </tr> </tbody> </table> <p>Currently the club is operating from 12pm each week day and closing at the times set above however on Saturday's the club has been opened from 8.00am in preparation for coaching. I open and close the top complex around 8.00am and 5.00pm, Sunday with no one manning the property. To assist in both manning gaps and reducing costs, some members have approached to volunteer their time to work behind the desk and assist with ongoing maintenance.</p>	Days	Opening Hours	Monday-Thursday	7.00 am -10.00 pm	Friday	7.00 am – 9.00 pm	Saturday	7.00 am – 7.00 pm	Sunday	10.00 am – 5.00 pm
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	<p><b><u>For Recommending</u></b></p> <p>That we encourage our vast group of registered players to see if they would like to volunteer time. At this stage Kylie Courtney, Jackie De Vivo, and Riley Courtney have put their hand up, with Kylie Rayner helping out on cleaning. I will be also printing up a slip which can be placed on the front desk, our website, and in ongoing communications calling for volunteers in area's that we need help in – front desk, maintenance, food preparation, tournament helpers, BBQ, working bee's, cleaning are some notables, but could be more.</p>										
	<p><b><u>Source</u></b></p> <p><i>Central Coast Council Lease (Unsigned)</i></p>										
<b>Item</b>	<b>2. Coaching - Accreditation</b>										
2.1	<p><b><u>Explanatory Note:</u></b> Of the 8 coaches that are employed by GTC, only 2 coaches are accredited. Brett is our highest-level coach (L3), and Aaron, who is a contractor and Head Coach at Woy Woy TC is Level 2. None of the remaining coaches are members of TA, and as such can expose the club to potential injury claims should a coaching technique cause an injury. Level 1 coaches are called Junior Development qualified coaches, Level 2 – Club Professional qualified coaches, and Level 3 High Performance qualified coaches.</p>										

<p><b>2.2</b></p>	<p><b><u>Issue</u></b></p> <p>Brett has indicated that he is only interested in the Elite coaching level and does not want to oversee TA accredited programs, such as Hot Shots, Fit Bit Cardio Tennis. Aaron is restricted by his commitments at Woy Woy Tennis Club and caring for his 2-year-old child. We therefore can only provide hybrid hot shot and cardio fitness program, without the marketing and equipment tools provided by TA. As a designated TA National Regional Centre and to distinguish ourselves competitively to other tennis centres located on the Central Coast, this is concerning that we cannot execute TA official programs.</p> <p><b><u>Recommendation</u></b></p> <ul style="list-style-type: none"> <li>• That as a minimum we have all coaches TA accredited (membership only) by Term 2. We also commence advertising through the TA site for an accredited Level 2 coach to run our Hot Shot and Cardio programs and oversee others who are not accredited. It is noted that we are particularly low on coaching numbers for Saturday and we will need to advertise for a qualified coaching position.</li> <li>• I am also recommending Nikki Packer, an accredited Hot Shot coach return to employment to assist with Hot Shot programs at the club. Boundaries are to be set by Manager before agreement.</li> </ul> <p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• Margaret Parker - Coach Development Administrator NSW, ACT, SA   Tennis Australia</li> <li>• TA Employing Staff? Get it right for your business document accessed through Stripe.</li> </ul>
<p><b>Item</b></p>	<p><b>2. Coaching / Procedures</b></p>
<p><b>2.3</b></p>	<p><b><u>Explanatory Note:</u></b></p> <p>It has been identified that coaches have been issuing product rewards such as ice-creams at no extra cost for juniors after coaching lessons. It is also noted and observed that coaches are helping themselves to drinks and food items without purchasing them. No system is in place to track this via debiting accounts or placing on credit.</p>
	<p><b><u>Recommendation &amp; Actioned</u></b></p> <p>These practices now cease, and Coaches have been advised in last staff meeting of 3 April 2018. All staff accounts are to be strictly on a debit basis.</p>

<b>Item</b>	<b>2. Coaching / Term 2 Programs</b>
2.4	<p><b><u>Explanatory Note:</u></b></p> <p>Current Manager has identified costed each coaching program operated at GTC and include Hot Shot Hybrid, Adult, and Odyssey 1, 2 and 3. These programs have included the following – coach’s wages, superannuation, worker comp costs (\$1.46 per hour based on 2017 insurance costs), an Admin fee (\$5 per hour) where Front of Desk supports the coach, marketing fee (based on annual budget to \$5,000), day and night court hire (\$10/\$20 p.h.). In summary the findings were:</p> <ul style="list-style-type: none"> <li>• <b>Hot Shots</b> – 28 programs running, of which 4 were unprofitable due to higher coach costs or lower numbers. Currently there are 164 kids attending through the week</li> <li>• <b>Adult</b> – all 4 programs run profitably with 32 players in attendance and there is scope to grow</li> <li>• <b>Odyssey 1, 2 and 3</b> – 9 programs run, of which 56% operate unprofitably or \$207 per week (\$2070 over a term of 10 weeks).</li> <li>• <b>Private Coaching</b> – Currently 10 hours, 15 minutes of private coaching throughout the week conducted by 5 coaches. Our day sessions make us \$17.53 per week however with daylight saving finished on 1/4/18, our night time sessions will lose \$89.97 per week or over a 6-month period \$1799.35. It is noted that the process of follow-up for private coaching is poor with missed payments.</li> </ul>
	<p><b><u>Recommendation &amp; Actioned</u></b></p> <p>It is recommended and a WIP on the following for Term 2:</p> <ul style="list-style-type: none"> <li>• <b>Hot Shots</b> – Following previous GM termination, I reduced the numbers to 25 programs, which are at 94% capacity based on 7 in an hourly program. I will be increasing this to 29 programs, all with lower cost coaches - additional red ball (Wed), additional orange ball (Thu), and additional orange ball &amp; green ball (Sat) given availability of coaches. All programs remain profitable or as a minimum breakeven basis. Based on current numbers and increased programs this will produce a profit of \$50,637 for the year, or a 46% return.</li> <li>• <b>Adult</b> – all 4 programs run profitably with 32 players in attendance and there is scope to grow. No changes to costs or programs are to be made.</li> <li>• <b>Odyssey 1, 2 and 3</b> – To be cancelled. Odyssey 1 to be replaced by a High-Performance squad identified by Brett at a cost of \$55 per 2 hours. Odyssey 2 to be replaced by Rising Stars, and Odyssey 3 to be replaced with Development at a cost of between \$45 - \$55 for 2 hours per squad. It is proposed these squads will consist of between 6 players to 1 coach for 2 hours per squad.</li> <li>• <b>Private Coaching</b> – GTC to now collect only a court hire fee, staff to pay all costs and organise their own private coaching arrangements. Coaches must be TA members to be able to coach on premises. Based on current numbers over 40 weeks this would return the club to profit of approx. \$3100</li> </ul>
	<p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• Completed excel costings undertaken by Treasurer.</li> </ul>

<b>Item</b>	<b>2. Coaching / Term 2 Programs - Payments</b>
<b>2.5</b>	<p><b><u>Explanatory Note:</u></b></p> <p>Growing frustration from both coaches and front-line staff due to last minute cancellations for coaching and then providing make up lessons. At present coaching fees are either paid on a drop-in basis or term basis.</p>
	<p><b><u>Recommendation &amp; Actioned</u></b></p> <p>It is recommended and for Term 2 that all hot shot, Development squad and Adult coaching be charged upfront for each term. Those coming through the term would pay for the remaining weeks outstanding in that term. This will allow ease of management in the process moving forward with coaches able to plan make up lessons. Doctors certificates, or reasons based on compassionate grounds will be required should a refund be provided. It is noted that we are also looking at an easy direct debit system to assist with payments.</p>
	<p><b><u>Source</u></b></p> <p><i>Coach and Frontline Desk feedback – staff meeting 3/4/18</i></p>
<b>Item</b>	<b>2. Coaching / Term 1 School Holiday Camps</b>
<b>2.6</b>	<p><b><u>Explanatory Note:</u></b></p> <p>GTC is holding a school tennis camp during the school holidays – 16<sup>th</sup> – 20<sup>th</sup> April and 23<sup>rd</sup> – 27<sup>th</sup> April (ANZAC Day there will be no play)</p>
	<p><b><u>For Noting</u></b></p> <p>At present we have 19 attending, which will be managed at front desk by Bonny, and Tom, Eve and Brad undertaking the coaching. I will also be organising Laurie Miller/Nikki Packer to assist if required based on numbers as he did so at the last camp for coaching purposes. Last school camp we had 23-28 players per day, and at present only 11% of total 315 slots available have been taken over the 2-week period.</p>
	<p><b><u>Source</u></b></p> <p><i>Front line staff bookings</i></p>

<b>Item</b>	<b>3. Tournaments / January 2018 Tournament</b>
<b>3.1</b>	<p><b><u>Explanatory Note:</u></b></p> <p>I have attached as appendix (D) formal feedback from tournament director Ellen Gordon on the outcomes of the January 2018 tournament. Ellen has sent this report to Tennis NSW and Tennis Australia. The feedback is self-explanatory and will assist with managing future sanctioned tournaments. It is also noted that we have some issues with payment of refunds (we have refunded 3 players to date). It is also noted that some 38 players are identified as not paying entry fees and recovery may be unlikely. We have been unable to access or train on Stripe, the tournament system, given that the previous GM has not provided passwords or user ID's.</p>
	<p><b><u>For Noting</u></b></p> <p>To learn from these areas and ensure rectification at future events. Ellen has offered to train a volunteer as tournament director, which would be a tremendous saving to the club – we paid Ellen's costs at \$2300 plus accommodation during this time. We will also seek Stripe system passwords from Rob Eldridge.</p>
	<p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• <i>Appendix (D) – feedback from Ellen Gordon – Country Co-ordinator and Tournament director.</i></li> <li>• <i>Printed statements showing highlighted entry cards, with comment raised Paid?</i></li> </ul>
<b>Item</b>	<b>3. Tournaments / April 2018 JDS</b>
<b>3.2</b>	<p><b><u>Explanatory Note:</u></b></p> <p>The JDS tournament is available to players aged between 10 years and 16 years. There is also an opportunity for opens. The cost is \$25 per player and the players are eligible if they have a TA code and are located in the Northumberland region. The last of 3 JDS tournaments were conducted on Sunday 8<sup>th</sup> April 2018 where we had 88 players and 3 withdrawals. In addition, we had product donated by Mick Courtney for the BBQ and pre-packaged sandwiches which was very successful. I would like to thank the 15 volunteers who helped out on the day – Eddy, Nick, Maureen, Peter, Del, Rob &amp; Jackie De Vivo, Chris, Kylie &amp; Mick Courtney, Kylie Rayner, Lynne, Deb Shipley, Dale, Peter Haworth. Thank you to also our paid employees Bonny, Tom and Harrison who also did a great job.</p>
	<p><b><u>For Noting</u></b></p> <p>There were some key learnings from yesterday's tournament – we had short notice on the gas bottle replacement, no milk ordered, insufficient single sticks for all courts, last minute preparation for set up due to resources, running out of sunscreen, and an issue with the lower court speakers. Overall the JDS ran well with the 16 people who volunteered, however with larger tournaments we will need more volunteers to assist. A volunteer plan is required, and I can provide an update at the next committee meeting on this matter.</p>

	<p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• On the day.</li> </ul>
<b>Item</b>	<b>3. Tournaments / 2018 Sanctioned Tournament Program &amp; Other External Events</b>
<b>3.3</b>	<p><b><u>Explanatory Note:</u></b></p> <p>The upcoming events for the club are outlined as follows, however I am to meet with Susan Harris from Tennis NSW shortly to determine a tournament schedule:</p> <ul style="list-style-type: none"> <li>• 27<sup>th</sup> March – Sydney North Finals (completed)</li> <li>• 8<sup>th</sup> April – Junior Development Series (completed)</li> <li>• 23<sup>rd</sup> &amp; 24<sup>th</sup> June – Bowrey &amp; Rosewall Cups (14 &amp; Under State Teams Event)</li> <li>• 20<sup>th</sup> – 22<sup>nd</sup> July – AMT Bronze including 18 and Under (Bronze) – Tournament Director – Ellen Gordon (To be confirmed)</li> <li>• 17<sup>th</sup> – 21<sup>st</sup> August – Platinum AMT and 18 and Under (Gold) – Tournament Director – Ellen Gordon (to be confirmed)</li> <li>• 21<sup>st</sup> August (TBC) – Todd Woodbridge Cup - 50 school kid team competition – Red Ball (\$3 per kid) – Lauren/Maurice (to be confirmed)</li> </ul>
	<p><b><u>For Recommending</u></b></p> <p>That we co-ordinate an events/tournament sub-committee to assist with the planning and organisation of these upcoming events</p>
	<p><b><u>Source</u></b></p> <p>Tournaments - <a href="https://www.tennis.com.au/tournaments">https://www.tennis.com.au/tournaments</a></p>
<b>Item</b>	<b>4. Tennis Program Term 2 – Adult Program</b>
<b>4.1</b>	<p><b><u>Explanatory Note:</u></b></p> <p>More details are to come; however, we will continue with Monday, Tuesday, Thursday night comps and Saturday afternoon, commencing at 7.30pm and finishing 9.00pm. This will be a Fast 4 format, so we can get you to play as many matches in a short period of time, particularly during the winter months. Costs of comps will continue at \$15 per player and payable in 2, 5 weekly amounts or \$75 which again will commit players to playing the full comp. We are also introducing a Fast 4 Division 1, 2 and 3 singles formats played across the weekdays and Saturday played for 90 minutes.</p>



	<p><b><u>For Noting</u></b></p> <p><i>I would expect final programs for Term 2 to be issued next Saturday, 14<sup>th</sup> April</i></p>
	<p><b><u>Source</u></b></p> <p><i>Current programs</i></p>
<b>Item</b>	<b>4. Tennis Program Term 2 – Junior Program</b>
<b>4.2</b>	<p><b><u>Explanatory Note:</u></b></p> <p>Currently we have a hot shot CCGS comp on Friday which is now deferred until Term 4. Apart from GTL we have no hot shot competitions in place which should be leveraged off our hot shot competitions conducted throughout the week.</p>
	<p><b><u>For Recommending</u></b></p> <p>More details are to come. We will be introducing Saturday and Sunday Hot Shot comps, and Juniors are welcome to play in any of the Adult comps based on a minimum player standard. We are requiring volunteers to assist given the costs of opening on Sunday's. Brad Simpson is available from 11am however for coffee's and manning front desk we will need assistance.</p>
	<p><b><u>Source</u></b></p> <p><i>Final program to be advised this week.</i></p>
<b>Item</b>	<b>4. Tennis Program Term 2 – School events and regular activities</b>
<b>4.3</b>	<p><b><u>Explanatory Note:</u></b></p> <p>The upcoming events for the club are outlined as follows and will be updated at next report to the committee. It is noted that upon starting in the role I was unaware of the Monday booking from Henry Kendall, which was given to Bonny on 15<sup>th</sup> February, and no booking was recorded. Both Bonny and I have apologised to Gareth Wright, the teacher involved. I will be opening the courts at around 8am unless there is an event earlier to avoid this from occurring again.</p> <ul style="list-style-type: none"> <li>• Term – IFS – mornings/afternoon during school terms – times are – 9am-11am (Tues, Wed &amp; Fri) and 2pm-4pm (Mon, Tues, Wed, &amp; Fri)</li> <li>• Monday – Henry Kendall High School - 9.30am – 10.45am (25 kids) / We have been asked to coach Central Coast Grammar School, Red Ball – Monday 3.15pm – 4.15pm (\$3.50 per player)</li> <li>• Tuesday – Henry Kendall High School – Year 7 / 20 kids from 1.10pm to 2.10pm. (\$3.50 per player)</li> </ul>

	<ul style="list-style-type: none"> <li>• Wednesday 11.45am – Gosford High School (\$3.50 per player)</li> <li>• Wednesday – Henry Kendall High School 9.30am to 10.45am (25 players) / (\$3.50 per player)</li> <li>• Thursday – Central Coast Grammar School (coach paid \$60 per hour as a minimum charge out rate)</li> <li>• Friday – Central Coast Grammar School (no longer for terms 2 &amp; 3)</li> </ul> <p>Central Coast Grammar have also taken a lower centre booking over Terms 2 and 3 which will require the 10 courts fully booked from 8.00am to 12.00pm at \$400 per day. They have also asked for an additional 2 hot shot programs for the after-school care program at \$10 per player. We can only do this Thursday and Friday afternoons and we are awaiting on confirmation.</p>
	<b><u>For Noting</u></b>
	<b><u>Source</u></b> <ul style="list-style-type: none"> <li>• <i>Front line staff and email to Gareth Wright of 26<sup>th</sup> &amp; 27<sup>th</sup> March 2018</i></li> <li>• <i>Mindbody bookings</i></li> </ul>
<b>Item</b>	<b>4. Tennis Program Term 2 – Proposed non-sanctioned events</b>
<b>4.4</b>	<b><u>Explanatory Note:</u></b> <p>It is being proposed that we agree to provide the following non-sanctioned events at the Club in 2018:</p> <ul style="list-style-type: none"> <li>• 19<sup>th</sup> – 20<sup>th</sup> October – Seniors Event to be organised by Bonny</li> <li>• 10<sup>th</sup>, 11<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup>, 24<sup>th</sup>, and 25<sup>th</sup> November – Central Coast Club Championships (no junior or AMT events held during this time)</li> <li>• Inter-club competitions – dates to be confirmed. These are set down with other clubs in the Hunter/Central Coast Region</li> </ul>
	<b><u>For Noting</u></b>
	<b><u>Source</u></b> <p><i>Tony Haworth Recommendation</i></p>

<b>Item</b>	<b>5. Tennis Grounds / Security</b>
<b>5.1</b>	<p><b><u>Explanatory Note:</u></b></p> <p>Mick Courtney and I have identified several homeless persons who use the BBQ area, and toilet blocks, to sleep and shower during the night. Several holes have been cut into the fences near court 4 and the driveway gates. Syringes, vomit, and urine have been located in the BBQ, toilet and car park area's over the last 3 weeks. Another syringe was found at the garden near the front gates on Sunday morning 8/4/18 and a report was provided on 3/4/18, 5/4/18, and 8/4/18, with the Police and Coast Shelter notified. There is also been a long term homeless person located on the lower complex who has been seen with a pet snake and dog. The Police have asked us to regularly report incidents where fences have been broken to gain access to the complex.</p>
	<p><b><u>For Recommending</u></b></p> <p>It is recommended that we protect our property as best we can, given our duty of care to all players and visitors. I would like to acknowledge Mick Courtney's work over the past 3 weeks where he has donated considerable time and monies towards the upkeep of the property. In this regard, Mick has placed new security gates over both the ladies and men's toilets so that they will be locked at night. The power cord in the BBQ area has been taken away and locked in the coaches shed, with several items used for bedding also removed. New locks have been placed on both the front entrance gate, and the lower clubhouse complex, including the coaches shed which was broken into upon the first day I started. We have yet to work through a plan for the lower complex. Once we become better funded, it would be a recommendation that we change all locks.</p>
	<p><b><u>Source</u></b></p> <p><i>Michael Courtney – committee person</i></p>
<b>Item</b>	<b>5. Tennis Grounds / Repair and replacement of bathrooms</b>
<b>5.2</b>	<p><b><u>Explanatory Note:</u></b></p> <p>In mid-February, the majority of toilets were vandalised and in non-working order. On the first day that I commenced (19 March), I had asked Jackie to place an insurance claim following a quote provided by a licenced plumber to repair and replace all toilets affected. I am pleased to report our claim of over \$3000 was successful and these were completed last Friday.</p>
	<p><b><u>For Noting</u></b></p> <p>Upon repair and replacement of toilet bowls, and locked gates on toilet buildings, we will start re-painting internally and improving as best we can.</p>
	<p><b><u>Source</u></b></p>

	<i>Jackie De Vivo – Admin Staff</i>
<b>Item</b>	<b>5. Tennis Grounds / Bollards to be put in place for Vaughan Park carpark</b>
<b>5.3</b>	<p><b><u>Explanatory Note:</u></b></p> <p>Given the issues with hospital car parking and in combination with increased traffic during school times, the top complex car park is generally 75% full during week days. This leaves issues around capacity during peak coaching and competition times.</p>
	<p><b><u>For Recommending</u></b></p> <p>Michael Courtney has suggested metal bollards with chains to be placed across both exit and entrance areas of the carpark. Costs and logistics to be determined.</p>
	<p><b><u>Source</u></b></p> <p><i>Michael Courtney – committee person</i></p>
<b>Item</b>	<b>5. Tennis Grounds / General Maintenance completed/scheduled for next month &amp; Mentor program</b>
<b>5.4</b>	<p><b><u>Explanatory Note:</u></b></p> <p>A general maintenance guide has been established and I would be asking this committee for persons to be responsible in updating this and work in conjunction with myself, Tom and Michael.</p>
	<p><b><u>For Recommending</u></b></p> <p>My view is that Michael should run this program in a volunteer capacity and mentor Tom with developing his maintenance skills. We would also like to extend this program to some juniors (15 years and over) who would like to learn skills beyond tennis.</p>
	<p><b><u>Source</u></b></p> <p><i>Michael Courtney – committee person</i> <i>Tom Burton - Maintenance</i></p>

<b>Item</b>	<b>5. Tennis Grounds / Clubhouse improvements – by fold doors opening up to BBQ area</b>
5.5	<p><b><u>Explanatory Note:</u></b></p> <p>It is planned to open up the café area which includes the adjoining tennis club room by installing by-fold doors leading out to the BBQ area. Chris and Kat Lee's have kindly donated the doors following a recent renovation and I have asked a former caretaker, Rex Preddy and who is a licenced builder to assist with the installation at no cost. Rex has agreed to do this as long as we have provided him lead time given his current work commitments.</p>
	<p><b><u>For Recommending</u></b></p> <p>Given there is little to no cost I am recommending the installation of these doors as outlined.</p>
	<p><b><u>Source</u></b></p> <p><i>Chris Lees – President</i>  <i>Rex Preddy – Member &amp; Licenced Builder</i></p>
<b>Item</b>	<b>5. Tennis Grounds / Major items requiring attention</b>
5.6	<p><b><u>Explanatory Note:</u></b></p> <p>There are several costly major items that require a short to mid-term fix. These include replacing fencing around courts 12 and 13, new driveway gates to protect the property, installing cameras in retail area for security purposes, improving the work space in the room behind the front desk to comply with OH&amp;S requirements, placing new cupboards and storage area's in the café area. The cutting back of bush and shrubs behind courts 5-11 is a priority as we are seeing holes in fences where we think trespassers are accessing. These shrubs and bushes are providing cover for breaking and entering. New shelter sail is required adjoin court 11, and a new awning is required across court 1 to assist with rain and sun coverage. There are also major challenges in improving the lower complex which requires a major funding injection to improve overall property.</p>
	<p><b><u>For Recommending</u></b></p> <p>We are currently financially challenged, however if we can access products through sponsors this may assist in us getting some of these major items completed. We should also look to take advantage of our insurances and approach council through major State Grants as outlined by Tennis NSW.</p>
	<p><b><u>Source</u></b></p> <p><i>Nil</i></p>

<b>Item</b>	<b>5. Tennis Grounds / Retail Area – Reconfiguration of retail space</b>
<b>5.7</b>	<p><b><u>Explanatory Note:</u></b></p> <p>Currently we have several retail area's located in the main office. This has made theft easy and this past month I have been advised four (4) \$300 racquets have gone missing. We are unsure if this has happened since operating and has a flow on effect in other retail products not sold behind the counter.</p>
	<p><b><u>For Recommending</u></b></p> <ul style="list-style-type: none"> <li>• We are looking to place all product behind the desk and look to chain product, and possibly place a security camera.</li> <li>• Implementing a monthly stock take with the guidance from Peter Campbell</li> </ul>
	<p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• <i>Bonny – based on current racquet sales produced from Mind body</i></li> </ul>
<b>Item</b>	<b>5. Tennis Grounds / Retail Area – Point of Sale</b>
<b>5.8</b>	<p><b><u>Explanatory Note:</u></b></p> <p>Currently we have a Mindbody system that integrates both customer management and retail sales. This makes for a slow process when dealing with groups of people at any one time and is also costing at \$315 per month plus an international fee, given it is US based.</p>
	<p><b><u>For Recommending</u></b></p> <p>We investigate a Retail POS net system for the desk incorporating all our key income items. We look to having an online booking system for coaching, comps and courts using our website. Shopperee is one system that can do this part at \$70 per month. A separate members system, incorporating Mailchimp, Tennis NSW ratings system, and other Tennis Australia programs could save us significant monthly costs. These costs could offset a website build at \$2,000 for the first year – refer to item 6.1</p>
	<p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• <i>Staff and player feedback</i></li> <li>• <i>Bank Account details</i></li> </ul>

<b>Item</b>	<b>6. Marketing - Website</b>
<b>6.1</b>	<p><b><u>Explanatory Note:</u></b></p> <p>I refer to our current website link <a href="http://gosfordtennisclub.com.au/">http://gosfordtennisclub.com.au/</a>. This site whilst informative, is not a customer friendly site, and displays incorrect information – membership, coaching etc. and is not in keeping with TA and TNSW themes - <a href="https://www.tennis.com.au/">https://www.tennis.com.au/</a></p>
	<p><b><u>For Recommending</u></b></p> <p>That we revitalise a new website with the ability to use this as an efficient way of communications for all programs, club updates, and allows us to incorporate a court, comp and coaching booking system. We have had 2 quotes which are included with this report for a cost of between \$1800 and \$2000. I am awaiting a further quote which has yet to be received.</p>
	<p><b><u>Source</u></b></p> <p><i>Website quotes attached.</i></p>
<b>Item</b>	<b>6. Marketing - Fund Raising – (Sponsorship/Donations/Grants)</b>
<b>6.2</b>	<p><b><u>Explanatory Note:</u></b></p> <p>We have no sponsorship plan and with a target of \$50k and Term 2 programs in train from 30<sup>th</sup> April we need a plan in place to start attracting sponsors and at the same to raise important revenue. Using the Australian Sports Foundation to support sponsorships: refer to link <a href="https://asf.org.au/make-donation/master-infrastructure-plan-stage-2">https://asf.org.au/make-donation/master-infrastructure-plan-stage-2</a> we can build a base of donors to support infrastructure projects for the club. Lastly the club has access to an estimated \$25m in annual grants however some of the work involved can take time to complete.</p>
	<p><b><u>For Recommending</u></b></p> <p>We establish a subcommittee for raising revenue sources encompassing sponsorship, grants and donations. It is noted that we need to speak to Central Coast Council urgently to have access to the current Regional Sporting infrastructure funding/Communication / Stronger Country Communities Fund which closes 4 May 2018. <a href="https://www.nsw.gov.au/improving-nsw/regional-nsw/regional-growth-fund/stronger-country-communities/">https://www.nsw.gov.au/improving-nsw/regional-nsw/regional-growth-fund/stronger-country-communities/</a></p>
	<p><b><u>Source</u></b></p> <ul style="list-style-type: none"> <li>• <i>Australian Sports Foundation</i></li> <li>• <i>Regional Sporting Infrastructure Fund</i></li> </ul>

<b>Item</b>	<b>7. Communication / Social Media</b>
7.1	<p><b><u>Explanatory Note:</u></b></p> <p>Currently our communications to members has been inconsistent. Our Facebook site is currently administered by the former GM as is Instagram. The GDTA Facebook site is accessible through. Messaging should be through several means – email, SMS, social media, printed newsletters, and website. To do this on a weekly basis, we need to employ on a part-time basis for 2 hours per week a person who can update these platforms, on the basis we provide the content.</p>
	<p><b><u>For Recommending</u></b></p> <p>We look to hiring a person as outlined (volunteering would be preferable), and obtain administered accounts from the former GM.</p>
	<p><b><u>Source</u></b></p> <p><i>Not applicable</i></p>
<b>Item</b>	<b>8. Committee/Members – Working Bee</b>
8.1	<p><b><u>Explanatory Note:</u></b></p> <p>This club is on 2 large pieces of land and the maintenance costs can be upwards of \$36,000 per annum or \$3,000 per month. Labour is one of our largest expenses, and therefore we are seeking a way of involving others into the working bee who have particular trade skills.</p>
	<p><b><u>For Recommending</u></b></p> <p>We establish a working bee that meets regularly to complete jobs around the centre. This is in addition to volunteers who would help out during the week.</p>
	<p><b><u>Source</u></b></p> <p>Not applicable</p>