



Annual Business Plan

Gosford Tennis Club

2019/2020



By: Gosford Tennis Club Main Body Committee

Preparation Date: April 2019

Business Plan Period: 1 July 2019 to 30 June 2020

COMMERCIAL AND IN CONFIDENCE

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Executive Summary

Over 1.25m people play tennis in Australia and 342,000 play in NSW, making it the 2nd largest participation sport in the country.

Tennis has been played in Gosford and surrounding city council areas since the 1890's, with the Gosford Tennis Club becoming an affiliate and Association, under the name Gosford District Tennis Assoc. (GDТА). in March 1933. In 1959, Gosford Tennis Club (GTC) and the headquarters of the GDТА moved to its current site located at Racecourse Rd, West Gosford, known as Vaughan Park (Top Centre).

In 1973 the Whitlam Red Scheme provided funding of \$1M to construct an additional tennis centre located across from the top Centre, on Racecourse Rd and called the Northern or Lower Complex. This Centre took the total number of tennis courts to 23 and car parking for approx. 150 motor vehicles.

Today, the Association's boundaries are that of the former Gosford City Council LGA, or equivalent to Federal and State electoral boundaries of Robertson and Gosford/Terrigal.

The GDТА was incorporated as a not-for-profit entity in May 2001 and today has over 800 registered paid members or 80% of total registered players on the Central Coast, 54% which are female, and 41,000 players and visitors who annually use the facilities. The GDТА main body consists of 4 executives, and 9 committee members, employs 6 full and part-time coaches, 6 permanent part-time and casual employees, and is supported by 24 volunteers.

Up until December 2016 when the previous 20-year lease expired, the day-to day operations of the club had been managed by a third-party business licensee. Following a NSW Supreme Court ruling in February 2018, Willoughby residents took successful action against the Northern Suburbs Tennis Association and Willoughby City Council whereby the third party operator was deemed to be a profitable enterprise and could not operate from a Crown lease used for Recreational purposes. As a result, the GDТА trading as Gosford Tennis Club was established to comply with the then upcoming changes to the NSW Crown Lands Act of July 2018 thereby prohibiting the appointment of future third party operators for Crown Land sites.

Key stakeholders include Tennis Australia and Tennis NSW, Central Coast Council, who are responsible for supporting the GDТА in managing and maintaining the site, other clubs within the Central Coast LGA, and NSW and Federal Government representatives.

Our vision is to be the leading Regional Tennis Facility in Australia with a mission to grow participation across the Central Coast and in line with Tennis NSW's 2018-2021 strategic purpose of getting more people playing tennis more often. To achieve its mission, the GDТА is focusing on 4 key areas' – increasing junior participation within the ANZ Hot Shots development program, engaging the community through tennis, creating a social network through Volunteerism, and providing a sporting facility that the local community can be proud of.

We have many current challenges to overcome to achieve our purpose and we are in need of professional and financial assistance from our key stakeholders. The most notable challenges are:

- **Providing a sustainable business operation** that works within the confines of a non-for-profit entity, without a long-term lease, heavily reliant on volunteers, and using capital works funding for working capital. In March 2018, higher salary costs, and lower revenues to that forecast, placed the club some 3 months from insolvency. With significant help from volunteers, we were able to dig ourselves out of a financial mess and we are now expected to return to profit in this financial year.



- **Meeting a capital infrastructure shortfall** in the 2019/20 year of approx. \$675,000. With an aging facility, non-compliant to current building codes, offering no disability facilities, and poor environmental standards that are now expected by the local community, the club is in desperate need to improve the centre to meet the annual 41,000+ visitors and users.
- **Obtaining Government Funding** and in keeping with the capital infrastructure shortfall, the GDTA has been unable to secure significant grants from all forms of government whilst over \$550,000 was spent on other tennis facilities across the Coast in the 2017/18 financial year.

As the major Central Coast Regional tennis facility, attracting visitors and players from outside the region, and representing 80% of all tennis players residing on the Coast there is now an urgency to deliver safe, environmentally friendly and sustainable facilities in order to achieve our vision and purpose.

Acknowledgement

This Business Plan for Gosford Tennis Club for the 2019/2020 financial year has been developed with and approved by GDTA Main Body Committee. I hereby acknowledge that this Business Plan was adopted on the **insert date**.

On behalf of Gosford Tennis Club

Chris Lees

Name:

Signature:

President

Position:

Date:



Background

Up until December 2016 when the previous 20-year lease expired, the day-to day operations of the centre had been managed by a third-party business licensee. In May 2016 the GDTA successfully tendered for the ongoing future licence/lease with Gosford City Council at an annual rental cost of \$40,000. The tender provided a roadmap on how the club would be operated over the next 15-20 years. In late 2016 the Council was replaced by an appointed State Government administrator with the tender unsigned. Since 1 January 2017, the GDTA trading as Gosford Tennis Club was established to comply with the upcoming changes to the NSW Crown Lands Act in July 2018 thereby prohibiting the appointment of future third party operators. Currently the GDTA operate off the existing expired lease of December 2016 with Council wishing to ratify a new lease within the next 2 years.

In using the tender document as a roadmap for managing both Top and Lower centres, the Club employed a full-time General Manager and Head Coach. In July 2017, the Committee started to question the current and forecast financial position of the club following the reporting for the first time of a significant financial loss in the 2016/17 year. Immediate changes were made in reducing expenses, employing a part-time internal book keeper, and replacing existing accountants. In November 2017 the Head Coach decided to move on, with the GM responsible to turn around continued monthly losses. With the club forecast to go into insolvency as at March 2018, the Committee had no choice but to terminate the GM position. Not only was the club facing insolvency, there was no head coach, with existing classes run by a varying number of separate qualified and unqualified coaches. The 2017/18 financial year again highlighted a large loss vindicating the decisions the Committee had to make to change the way the GTC operated.

From April 2018, the GTC has been operated by a 13-member Committee. The committee represented by 4 executive officers and 9 ordinary positions, are annually elected at an AGM, held each September. The committee is bound by the rules governed by a Constitution formed in 2001. A decision was made to place the Treasurer into a volunteer operations role to manage a transition period on behalf of the Committee, and to provide guidance to the Committee on the future running of the day to day club operations.

Today, administration of the venue is managed weekly via a part-time Operations Manager, supported by a part-time Marketing officer and Senior Front-line Guest Services officer. There are 3 casual employers that support these roles, and as at July 2018, the club has hired 2 Head Coaches which has stabilised and improved existing coaching programs, and again this is supported by 4 part-time coaches. Maintenance is undertaken by retired and semi-retired volunteers, and capital projects are outsourced to licenced specialists and contractors. New roles will be created as the club returns to a more profitable and sustainable level.

It is projected that the club will return to profit in the current 2018/19 financial year, and the turnaround has been attributed to several factors:

- Involving passionate volunteers who had various skills in maintenance, catering, business, and coaching.
- Our coaching program has been given a structure focusing on Hot Shot participation, Tournament squads for high performance players, and increasing 2 Adult drill and point play coaching sessions.
- Improving the customer experience at tournaments through meal deals, pro-shop discounts, and offering a variety of homemade and healthy options.
- Re-introducing paid low-cost membership incorporating incentives such as off-peak free tennis court-hire, pro-shop discounts, and club representation.
- Increasing school visibility through holiday camp offerings, becoming the preferred weekly coaching program for over 100 Central Coast Grammar students, and hosting over 200 school students per week as part of their school sports program.



- Maintaining 6 weekly competitions – 3 nightly – with the introduction of the Central Coast series, enticing players with weekly prize money.
- Implementing a new “sponsor a court program” which has attracted 15 new sponsors to the club.

Over the next 12 months we will:

- Attempt to finalise a long-term agreement for both facilities with Council.
- Continue to apply for Government grants, Tennis Australia loans and rebates, and raise capital allocated funds to support the upgrading of existing facilities and meet the projected shortfall of \$675,000 required to undertake works outlined in Appendix [E] within the 2019/20 financial year. The club has already applied for an estimated \$140,000 in Council grants that are to be announced in June 2019. The club has had recent success with a \$2,500 Federal grant to ensure our office complies with OHS, and an ANZ grant of \$10,000 to improve the club kitchen facilities.
- Build on the sponsor momentum achieved in the 2018/19 financial year by arranging corporate tennis days and offering corporate benefits to members.
- Introduce KPI's for coaching staff during their 6 and 12-monthly reviews.
- Improve participation by:
 - Promoting hot shots and school holiday camps through schools
 - Continue to grow Regional Tournament Squads that now attract weekly 40 players, with several players now Nationally and State ranked.
 - Introduce a new junior comp on Friday afternoon in conjunction with Central Coast Grammar.
 - Introduce a UTR system for player rankings and funding a SMS service to our current 400+ mobile phone users to regularly inform them on upcoming events.
 - Introduce a new incentive program for coaches and staff for the purpose of cross-selling products and services.
- Using our marketing officer to provide to the committee regular member feedback, and market our products and services. This role commenced in April 2019.
- Create additional revenues through the new on-line pro-shop which should be operational in June 2019.
- Introduce a new non-sanctioned tournament called the ANZ Central Coast Open to be played in November 2019.
- Enter a Tender for the hosting of the NSW Country Tennis Championships for 2020-2022.
- Review the operations of Tournaments given current cost of officials and accommodation.

In terms of new infrastructure, the following has commenced:

- A new 184 car park facility including 20 allocated tennis play spaces will be constructed at a cost of \$1.4m on the lower complex. Expected completion is September 2019. The car park facility will support a local government initiative to provide more car spaces to commuters and hospital workers over the next 5 years. The club also can use these free car parking spaces when available.
- The GDТА Committee has issued a letter of intent to support the Central Coast Squash Association construction of a new 9 court facility on the lower complex. The facility will replace the existing clubhouse and provide tournament, café, gym, function rooms, and modern locker facilities for members and guests. This will be in keeping with Council's objective of providing multi sports facilities on larger recreational sites. Estimated cost is \$3m with expected completion due in September 2020.



Strategy

The GDТА business plan for 2019 is aligned with our strategic plan (refer Appendix D), as this begins the journey of a 3-5 year program of creating a safe, healthy and diverse sporting precinct accessible to all age groups, backgrounds and abilities. By providing world class facilities, which are safe to use, the Association will be able to increase participation to make all clubs within the Association boundaries sustainable and consistent with Tennis Australia and Tennis NSW strategic goals and objectives.

Our Vision

Gosford District Tennis Association wants to be the leading Regional Tennis Facility in Australia. This means having world standard facilities, a defined player pathway and coaching system, growing player participation throughout the Region, and offering a community facility for all age and diverse groups through the game of tennis.

Mission

Our mission is to grow tennis participation across the NSW Central Coast by being the leading Regional Tennis Association and Club in the area.

Values

Community minded and focused, providing a healthy, diverse and safe sporting environment, great customer service for our members and guests, and creating future tennis stars through an elite pathway of tennis programs from 4 years +.

Purpose

Our purpose as per the Constitution is outlined below

- a) To sponsor, promote and manage competitions and tournaments within the boundaries of the Association and to encourage and promote goodwill in tennis.
- b) To co-operate with other bodies for the purpose of furthering the interest in the game of tennis.
- c) To purchase, take on lease, exchange, hire or otherwise acquire, and to lease, sell, exchange or otherwise deal with land, freehold and/or leasehold.
- d) To construct tennis courts and/or buildings and to lease or purchase or otherwise acquire, and to lease, sell, exchange or otherwise deal with tennis courts, grounds, buildings and accessories thereto.
- e) To form any club in connection with the Association for the purpose of furthering the social or private comfort of the Membership
- f) To borrow, raise, and lend money on security or without security in the interests of the Association.
- g) To settle all questions or disputes or matter relating to tennis which may be submitted for its adjudication.
- h) To affiliate with or accept affiliation from other bodies as may, from time to time be decided upon in the interest of tennis.



Description of Current Operations

The Gosford District Tennis Association (GDTA) has been an affiliate of Tennis NSW since 1932. As an affiliate the GDTA is provided all the benefits outlined in the Tennis NSW link <https://www.tennis.com.au/nsw/clubs/membership>

As outlined earlier in this report from April 2018, the current operations were overseen directly by the GDTA committee with significant responsibilities placed on the Committees' Executive. A summary of their roles is outlined below:

- **Chris Lees, President** – Chris is the key liaison point with Tennis NSW, Tennis Country, and Northumberland committees. Chris also runs the monthly committee meetings and AGM, and supports the day to day running of tournaments, including the initiating of the annual Seniors tournament.
- **Alex Silcock, Vice President.** Alex's profession as a lawyer has helped the GDTA with governance and legal issues impacting the club. These include the re-writing of a future Constitution, initiating new delegation of authority policy between the committee and day to day business, and finalising a contractual agreement between the club and sponsors.
- **Katrina Lees, Secretary.** Katrina has recently been appointed as the Tennis NSW Regional Administrator for Northumberland Region. This role allows Kat to run JDS tournaments and manage our Bronze, Silver, Gold and Platinum tournaments.
- **Tony Haworth, Treasurer.** Tony has been the operations coordinator between the business and committee since April 2018. Tony provides finance and business experience to all staff and is the liaison point with Council.

The above positions will be up for re-election in September 2019.

From 1 April 2019 the GDTA committee has approved an expanded role to the current Accounts and Grants officer, known to be an Operations Manager position and this will be taken up by Jackie De Vivo, a member of the club for over 40 years with previous business experience in other tennis centre management and retail roles. Jackie's position will be to manage the Guest Services and Marketing roles. The objective of Jackie's role is to relieve the burden placed on the Committee as the go to person for day to day decision making.

Whilst the Guest services role, managed by Bonny Allison, will continue in serving our members and visitors at the Front Desk, the new Marketing role will be filled by an existing staff member, Jenny Simpson who initially will work within her current work hours at no additional expense to the club. The role will involve calling a minimum 20 members per week to obtain feedback, and to market services and programs to existing members. The role also will have responsibility for social media and website marketing. We hope to provide a "high touch customer service" reaching out to over 40 members per week, in addition to those visiting and playing at the club weekly.

All roles will also support the Head Coaches, Alex Fielding and Bill McDonald, who have responsibility for tennis coaching programs, player pathways, managing casual coaching staff, and developing our future stars. These programs include child and adult group lessons, high performance squad training, private lessons, junior hot shot groups, cardio tennis, and school holiday camps.

Alex and Bill will continue to report directly to the committee. Both coaches are TA qualified and have a wealth of experience in developing junior players from beginners under the Tennis Australia Hot Shot program to ITF and AMT standard players.



Our new coaching agreement which is contingent on obtaining a long-term lease, will cover the next 12 months, reviewed 6-monthly and based on an hourly court-hire fee, provide exclusive coaching rights, have access to the clubs coaching equipment, actively promote tennis through schools, cross-sell membership, competitions and events, call 20-30 clients per week, and provide the committee with participation and financial information for all meetings. It is also expected that a bonus structure for rewarding cross-selling of products, and competitions will be in place by year end 2019 or early 2020.

Given the current operating model, a new Delegations policy was introduced and signed-off by Committee in March 2019. The purpose of the policy is outlined as follows:

- a) to establish a framework for delegating authority within Gosford District Tennis Association in a manner that facilitates efficiency and effectiveness and increases the accountability of staff and volunteers for their performance.
- b) The policy applies to all members of the Management Committee and the staff and volunteers of Gosford District Tennis Association who have delegated authority to act and sign documents on behalf of Gosford District Tennis Association.
- c) Delegations of authority within Gosford District Tennis Association are intended to achieve four objectives:
 - I. to ensure the efficiency and effectiveness of the organisation's administrative processes;
 - II. to ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities;
 - III. to ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the organisation; and
 - IV. to ensure internal controls are effective.

Delegations are a key element in effective governance and management of Gosford District Tennis Association and provide formal authority to particular staff to commit the organisation and/or incur liabilities for the organization.

The day-to-day operations of the club would not work as well unless we had a large group of Volunteers who work tirelessly across all facets of the business. In particular we now have a Maintenance and Garden Club team of volunteers to ensure the facilities, gardens, and courts are well maintained and cared for and a Catering team who ensure food is supplied at Tournaments and Events raising valuable funds for the Club. Our maintenance program is outlined in Appendix [E].

As the business grows, it is the intention to hire a part-time maintenance officer to again reduce the heavy burden of volunteer's time and efforts, and to ensure we transition to a sustainable business model in managing the day to day functions of the Club. Based on current forecast projections, revenues would need to increase by approx. \$75,000 to fund a maintenance person for 20 hours per week at a cost of \$30 per hour including superannuation.

Current Performance Review

- The current and forecast financial position for the 2019 calendar year is outlined below:

Category	Sub-category	Forecast Performance 2018/2019	Current Performance 31/12/18	Previous Performance 2017/2018	Previous Performance 2016/2017
Reporting (OHC)	Performance				
Venue usage	Annual visits / occupancy	43,000	23,972	41,184	22,880
	Memberships	820	786	2,200	2,600
	Coaching students	230	159	139	200
	Community use	TBA	TBA	10%	13%
Court usage	Occupancy	30%	21%	13%	45%
Financial performance	Income	\$450,999	\$242,378	\$465,991	\$332,285
	Expenditure	\$392,191	\$196,771	\$524,265	\$416,202
	NPBT/(Loss)	\$33,418	\$45,607	(\$58,274)	(\$83,917)
Management	Sinking fund contribution	\$28,000	\$0	\$0	\$0
	Volunteer hours – 30 hours pw	1560	780	1800	1040
	Hours directly supervised	0%	0%	62%	79%
Maintenance	Repairs	\$28,484	\$18,745	\$10,970	\$51,218
	Renewal	Nil	Nil	Nil	Nil
Governance	Committee	11	11	13	9
Social Competitions	Weekly	6	6	5	5

SWOT Analysis

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Experience of managing tennis for over 125 years 2. Affiliate of Tennis NSW and Tennis Australia 3. A venue which hosts over 41,000 users per annum. 4. Recognised TA Regional top 15 National Tennis Centre 5. Proximity to transport 6. Passionate Volunteers 	<ol style="list-style-type: none"> 1. Potential to make this a premier NSW regional sporting facility 2. Ability to host new major tournaments that show case the NSW Central Coast and increase tourism. 3. Improved facilities will allow tennis to provide opportunities for those with disabilities 4. To manage other tennis facilities within the Association to grow participation.
Weaknesses	Threats
<ol style="list-style-type: none"> 1. No licence or lease agreement due to Crown Land law changes that commenced from 1 July 2018. 2. Aging tennis facility that is urgent need of improvement 3. Large National and State tournaments are being lost due to poor infrastructure. 4. The club is located on 2 separate sites and requires the doubling of facilities. 5. Promotion of the game through the local and regional media 6. Funding shortfall of \$675,000 over the next financial year to update infrastructure. 	<ol style="list-style-type: none"> 1. The 20 other sports that compete for the junior market impacting on participation and membership 2. Funds raised for improving and maintaining existing facilities are diverted to working capital. 3. Aging infrastructure can lead to personal injury and expose Council to insurance claims 4. Volunteer committee operating a major tennis facility 5. Carparking – competing with commuters and other non-tennis users 6. Vandalism, and break-ins.



Market research

Demographics

The NSW Central Coast is located within 2 of the largest population centres in Australia - 80kms north of Sydney and 95kms south of Newcastle, and comprises a population of 335,000, has 4.8m visitors visiting each year, with 21,500 businesses, and 25% of the workforce commuting daily to either Sydney or Newcastle.

The GDTA is the largest Association on the Central Coast comprising an area that was previously covered by the Gosford City Council LGA. The Gosford Tennis Club (GTC) is the largest tennis facility located on the Central Coast.

The Gosford Tennis Club (GTC), is one of 70 major Regional Tennis Centres in Australia with 16+ courts, designated as a top 15 Tennis Australia Regional site, comprising 23 courts, over 2 separate parcels of Crown Recreational land located at Racecourse Rd Gosford, a major sporting, medical and educational precinct. It has existed on its current site since 1959 and currently hosts 7 Tennis Australia sanctioned National and State events, 6 Regional (Hunter/Central Coast) events and 11 Club sponsored local tournaments annually.

Tennis on the Central Coast has currently 1033 registered members, however given that many of the 24 clubs are small community/volunteer run, and don't keep accurate records, we believe this to be around 2000 registered members. Our understanding is that these numbers also don't reflect those who play socially for fun however as book a court systems are introduced annual player numbers will allow for more accuracy.

The GTC has been recording data since March 2018 through registration, competition numbers, and court-hiring statistics. As at today we have 820 registered playing members or 80% of total players registered on the Central Coast, 54% are female and 46% male, and over 41,000 users of the GTC facility annually.

Tennis Clubs within the GDTA and their Competitive advantage.

According to the Central Coast Council website, tennis competes against 20 other major sports played at over 164 sporting facilities of which tennis is played on 119 courts. The GTC represents nearly 20% of all courts located on the Central Coast.

There are 13 tennis court centres within the Association boundaries, and whilst these are smaller in size, they are well located next to or within major populated suburbs, and in easy reach of 5-15 minutes in travelling times. With busy lifestyles, players can save up to 35 minutes travelling to Gosford and can reduce the attractiveness of social players using the GTC facilities.

To overcome this, we have:

- introduced inter-club competitions, and these have had success with Umina, Terrigal, The Entrance and Avoca Tennis clubs participating.
- Our Head coaches have been building rapport with other local club coaches to develop an inter-club junior series, so to develop and increase junior player participation. A lot more work is required given that tennis coaches at each of these other clubs are protective of their own businesses and players, fearing loss of income and juniors if they promote Gosford as Regional pathway to State and National tournaments.
- Developing our junior pathway strategy which has had strong success since July 2018 through Regional tennis squads for high performance players.

As part of our 5-year future plan, the Association would prefer to oversee the management of other tennis centres within the Association boundaries, where a Committee, or an alternative body does not exist. This would allow for further development of junior pathways and working with Coaches at each centre to become part of achieving its mission of creating future tennis stars and growing participation. It would assist Council in the proper management of tennis centres, relocating financial resources where necessary, engage the local community through tennis, and having one contact point for several club centres.

A summary of tennis clubs located within the Association boundaries, and within a 5km – 25km radius of the Gosford Tennis Club’s location is outlined below, with some of these clubs having no management or committee oversight. Each of them offers Coaching, Membership and Social comps close to major population centres and remains as one of the major sustainability challenges for the GTC.

Club	Number of Courts	KM's from GTC	Surface	Management	Lights	Offer Membership	Offer Coaching	Offer Social Comps
Avoca	2	18km	Synthetic Grass (SG)	Committee	Y	Y	Y	Y
Copacabana	2	19km	SG		Y - 1	Y	Y	N
Empire Bay	2	19km	SG		Y	Y	Y	Y
Erina	5	7km	SG	Committee	N	Y	Y	Y
Kariong	2	6km	Hard (H)	Progress Assoc.	Y	Y	Y	Y
Kincumber	4	19km	SG	Committee	Y	Y	Y	Y
Pearl Beach	1	21km	SG	Progress Assoc.	Y	Y	Y	Y
Pretty Beach	1	23km	SG	Progress Assoc.	N	Y	Y	Y
Saratoga	2	14km	SG		Y	Y	Y	Y
Terrigal	4	11km	SG	Committee	Y	Y	Y	Y
Umina	5	16km	SG	Committee	Y	Y	Y	Y
Woy Woy	6	11km	3-SG/3-H	Committee	Y - 4	Y	Y	Y
Wyoming	4	3km	SG	Coach	Y	Y	Y	Y
Total	40							

Strategic Vision and Mission Reflection

The following goals and objectives will help us achieve our strategic vision of being the leading Regional Tennis Facility in Australia with a mission to grow participation across the NSW Central Coast:

1. **To increase junior participation and produce future tennis stars** by attracting high quality tennis coaches, increasing Regional Squad participation, and build a sustainable tennis pathway through increased local competitions and Tennis Australia sanctioned tournaments. This is to be done by Affiliation and engaging with Council to manage tennis centres within the Association boundaries where no management or volunteer body exists. By increasing tournaments, the GDTA will be able to become a key target market for Central Coast Tourism.
2. **To engage the community through tennis, a game that can be played by all.** This will be undertaken by creating consistent, attractive social play and competitions targeting a diverse range of players, promoting tennis across the Central Coast, and operating a sustainable business model for the long-term future of the local game.
3. **Create a social network through volunteerism.** We want to create an environment for all ages to volunteer, increasing participation and helping those who want to give back to the community. To do this we will need to establish programs and procedures to support our vision and mission statements.
4. **Provide a regional sporting facility that the local community can be proud of.** This involves generating public and private grants, profits, low-cost loans, rebates and community donations to plan and build updated facilities located on the 2 existing separate sites of Gosford Tennis Club. Our plan is to provide a facility that is multi-purpose and accessible to those with disabilities. In keeping with an updated facility and an ever-evolving business model, we will need to improve our governance procedures through the Clubs Constitution. As a start, we would seek a long-term council lease, and work with Local & State Government bodies to assist the Central Coast Council's 2018-2028 Community Strategic Plan.

	Over the next 12 months we will achieve (goals)	We will achieve this by (objectives)
1	Continue to build a sustainable business	<ul style="list-style-type: none"> • Invest in activities and services that will grow tennis participation. • Partner with local businesses through sponsorship & grants • Grow the Volunteer base to offset employment costs • Improve the hosting of sanctioned Tournaments
2	Increase player participation	<ul style="list-style-type: none"> • Create new tennis Adult & Junior competitions • Approach Council to operate non-managed tennis centres • Define through engagement a true player pathway. • Maintain tennis as an affordable sport for all.
3	Obtain large grants to fund major infrastructure improvements	<ul style="list-style-type: none"> • Seek outside professional assistance and guidance for help with larger grant applications. • Work with key Local/State government agencies through regular engagement with key public figures. • Work with other local sports organisations to support multi-purpose uses for the 2 separate sites. • Engage with key Tennis NSW and TA stakeholders to help support the Associations local tennis strategy.

Our Goals and Objectives over the next 12 months will be:

Business Goals & Objectives

The GDTA goals and objectives over the next 5 years to achieve its vision of being the leading Regional Facility in Australia and mission to grow participation of tennis across the Central Coast is to build on the momentum achieved over the last 12 months which has provided a platform in terms of Accessibility, Sustainability, Community Benefit and Accountability.

Over the next 5 years we hope to achieve the following:

- For the Association to grow, the Constitution would need to change to allow for a 7-person board focused on executing the strategic plan and engaging with key leaders in the local community. This board may not necessarily be a group familiar with tennis, but a mix of business and tennis persons from diverse backgrounds to ensure the future growth of tennis. Separately the day to day operations of Gosford Tennis Club and other managed clubs would be undertaken by a sub-committee reporting to the board.
- With this in mind, the GDTA wants to build a sustainable association within the confines of the former Gosford City Council LGA. This means maintaining good relationships with existing committees and managing sites on behalf of council for the purpose of sharing revenues to improve infrastructure. The implementation of book-a-court systems, and having one contact point will improve revenue growth, reduce expenditure by sharing costs across tennis centres, and provide local communities access to coaches and programs without travelling long distances.
- A diverse membership of players with a goal to achieve 2000 paying members by 2024/25. To achieve this we need to keep membership affordable, offer accessibility to all able and disabled body players to the game of tennis, provide local business benefits as a membership offering, and establish a player pathway and player rating system for players to improve their game, assisting them in achieving a healthy lifestyle. Our goal will be to increase membership by 200 players each and every year.
- Currently, we have established several Volunteer activities including a Garden Club, Maintenance support, Tournament set-up, and catering to ensure those in the community, and not just tennis players, are engaged to work together and help maintain the GTC facility. Our goal over the next 5 years is to go from 24 volunteers to 75+, regularly assisting the Club and the Association. We will do this by promoting the benefits of being a volunteer, showcasing those who already volunteer, and providing information nights to those considering being a volunteer. This will be coordinated by a group of existing volunteers, reporting to the main body.
- The board would oversee the improvement of existing facilities funded by grants, donations, and tennis operating revenues, over all managed/leased tennis properties ensuring Council are satisfied in complying with current building laws that make these facilities safe, accessible, and environmentally sustainable.
- By having safe modern facilities, in keeping with community expectations, the Association would be able to accommodate new players to the game and help the Council meet its goals and objectives of creating a healthy lifestyle for residents of the Central Coast.

Action Plan

Our action plan is outlined in appendix [B] of this document.

To meet our goals and objectives in 2019/2020 and over the next 5 years we need to initially focus on 3 key elements - business sustainability, player participation, and facility funding.

Over the past 12 months we have come from a place where the business was only months from insolvency and saddled with debt. Through sheer hard work and generous support by our volunteers and members we have now returned the business to profitability, began growing our membership base, employed experienced and well known Head Coaches to build a long-term junior development program, and started writing to seek various State, Local and Government grants so that aging infrastructure can improve.

Now that we have built a foundation for a sustainable business, the next 12 months will see continuance of this work by:

- **Growing membership by 25% from currently 820 members to 1000 fully paid members.** We will do this by:
 - Continuing to maintain annual membership at current prices - Adults \$40, Juniors \$20, Families – any 4 types of membership less 25%, Social \$15, and Hot Shot Juniors free of charge.
 - To have a defined Junior Development Pathway created by our Head Coaches and communicated through our membership.
 - Communicate regularly through our social media base such as Facebook, Mailchimp, and SMS message servicing. We currently have 1439 Facebook followers over 2 sites, and 1295 email subscribers. As at April 2019 we have created a new Marketing role to manage and grow these activities.
 - Engage with existing and new corporate members to host events and offer benefits to our membership base. The club has 15 new business sponsors, where there was none some 12 months ago.
- **Achieve 15% sales growth and 7.5% profit growth by 30 June 2020.** In the 2018/19 financial year the club will return to profit which has been achieved by reducing salaries, unnecessary costs, being conservative in our approach to investing back into the facility, employing 2 Head Coaches who operate their business separately, and improve services to our members and guests. Over the past 60 years the club has relied on self-funding from its own profits to maintain and improve facilities and given our status as a non-for-profit community recreational entity, our intention is to re-invest profits back into the business and facility.

Sales and profitability growth for next financial year can be achieved by:

- Growing our membership base as outlined earlier in this document.
- Building a new on-line Pro Shop via our website by June 2019. Local major sporting retailers are reducing their range of tennis products and as we have a captured market, the public will be able to access product on line through major tennis product suppliers – Wilson, Head and Babolat.
- Allocate 3% of the Retail sales budget towards advertising. We expect this to be \$2,400 over the forecast financial year end.
- Introduce to all staff a bonus structure to help improve cross-selling into product and competitions.
- Ensure regular training, staff and sales meetings are instigated to build staff skills.



- **Increase Social & Community Usage by 15% per annum.** This would be undertaken via a broad range of existing and new activities such as local competitions, Hot Shot coaching, Cardio fitness tennis, disability use, promoting through schools to have tennis as part of their school curriculum on a weekly basis, and coaching at other venues, to help build social play and increase community usage. In terms of our demographics, growth in population, and in line with our strategy of increasing participation across the Central Coast our plan is to increase current usage from 566 users per week to 650 users or a rise of 15% in the next financial year. Our plan is to:
 - Implement Book-a-court for the top complex with the lower complex to be implemented upon resurfacing, re-fencing, and new LED lighting installation.
 - With the new Marketing role, this position is responsible for making 20 phone calls to members per week. This is not a hard but soft sell, making our members aware of our product offerings and obtaining feedback on what we can do better. This role will also have a responsibility to undertake 10 social media posts, emails, etc. per week, and connect with local media.
 - Head Coaches, Alex Fielding & Bill McDonald are looking to grow our Hot Shots (ages 4 – 10) coaching participation by doubling these numbers from 85 to 170 by 30 June 2020. Alex & Bill are aiming to grow the Regional squads from 2 days to 4 days – Monday to Thursday and increase the current Friday afternoon hot shot comp from 12 to 32.
- **Improve facilities by funding these through grants with a target of raising \$200,000 per annum, sponsorship of approx. \$50,000, and \$10,000 in donations.** This is however still short of our initial \$675,000 spend to improve infrastructure in 2019/20. We have learnt over the last 12 months in improving our grant skills that we have had some limited success in raising \$12,500 through Federal government and corporate funding. We will need to continue to improve these skills to obtain larger infrastructure grants and link this to engaging with key government and tennis stakeholders.

With 15 sponsors supporting our club through sponsorship or product offerings, our aim is to grow this to 20 by 31 December 2019 in order to achieve our \$50,000 target. This would be done through membership promotions and discounts, corporate teams' events, and offering corporate staff with discounted or free membership.

We also need to leverage off our existing membership base, as some Club grants are linked to dual membership with local licenced clubs and GDTA. Obtaining this information will help us obtain new grants. We will also continue to ask members to donate a small amount of money towards the GTC sinking fund to help maintain existing facilities.

The GDTA will also seek a low interest rate loan of up to \$80,000 which will assist us to obtain \$ for \$ funding when applying for grants to support future infrastructure projects.

Now that we have fully repaid a historic PAYG tax bill of \$30,000, these existing repayments will now go towards a monthly allocation of \$2,500 to our sinking fund with an objective of reaching \$39,000 by 30 June 2020.

The committee has signed-off a priority list of improvements aimed at assisting the purpose of future grant applications, and this is fully detailed in Appendix [E]

Finance

Our Action plan allows the GTC to forecast revenue growth at 15% generating an increase in net profit by 7.5% as at 30 June 2020. This growth will come from increased memberships (200 in total or additional revenue of \$4,000), an additional 15% growth in social use to 650 people, potentially delivering an extra \$42,000 per annum or \$12.50 each per week over 40 weeks, and a doubling of junior hot shot participants, at \$9 per person per week that would increase revenue by a further \$30,600. We also believe that implementing a new book-a-court system would prevent some court hire revenue leakage at times where there is no staff member on hand.

If we were to meet this 15% overall increase the GTC would be able to employ a maintenance officer to maintain the facilities and set up prior to tournaments for 20 hours per week based on \$30 per hour, inclusive of super.

In addition, the club would be able to allocate an increase from \$2,500 to \$3,500 per month to the capital sinking fund, allowing the GTC to save approx. \$39,000 per annum which would go directly towards property maintenance and improvements and help repay Tennis Australia low cost loans.

Our financial forecasts to 30 June 2022, as outlined in [Appendix A] would show a steady increase in revenues over the next 3 years, maintaining small profits, in line with our non-for-profit status. The forecast shows year on year increases to the capital sinking fund increasing from \$39,000 in 2019/20 to \$57,000 by June 2022. With tennis court re-surfacing and re-fencing costing in today's terms an estimated \$50,000 per court, within the next 10 years total funding of \$1.465m would be required to cover all existing 23 courts. On this basis, the club will be an estimated \$675,000 short of its target, and the only way to close this funding gap is by successfully obtaining annual grants. This gap would blow out further as LED lighting, and proposed 4 additional courts for the lower complex will be required to maintain and grow sanctioned tournaments, increased forecast social usage, and an active membership of over 1400 players.

In 2018/19 Council through its operating budget funded Central Coast tennis centres totalling \$560,623, of which the GTC received no allocations. At the date of this report, the GDTA has applied to Council for grants totalling \$140,000 to replace court lighting with LED's for 13 courts, \$32,000 to cover the cost of hosting Tennis Australia sanctioned tournaments, \$28,000 to replace existing bins with designated recyclable bins, and \$5,000 for tools. The GDTA has also applied for an upcoming Club Community Grant due at the end of June 2019, that will allow funding to extend, resurface and re-fence the 10 lower courts to ITF standard.

Given our history of receiving grants, we will need to consider other ways to fund the \$675,000 plus shortfall if unsuccessful. This could be done by:

- Savings in existing expenditure, such as replacing tournament officials with volunteers, potentially saving the club \$10,000 per annum in official outgoings
- Increasing membership to allocate an infrastructure fee in addition to the current cost. This could raise a further \$5,000 - \$10,000 per annum.
- Raising low interest rate loans of up to \$80,000 from Tennis Australia to invest in infrastructure that will save the Club money, e.g. LED lighting and Solar panels could reduce our future electricity costs by up to 80%.
- In the event that the CCSA have their plans approved to build a squash centre on the lower complex by September 2020, the club would seek a monthly maintenance fee in lieu of using the land for the site which would go towards maintaining the lower complex tennis facility.
- Where possible, if the GDTA were to manage other tennis centres not currently managed, possible pooling of fund could be re-directed to obtain \$1 for \$1 grant funding.

Appendices

(A) GDTA trading as Gosford Tennis Club - Financial Forecast 2019 - 2022

Sub-category	Actual/F'cast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Summary / Key Insights
Revenue	\$455,685	\$495,300	\$533,890	\$577,100	Forecast sees annual revenues increase by 5% and achieving the action plan goals and objectives. By 30 June 2022 the forecast is 1,400 members, 860 users per week and 340 junior hot shot players
Gross Profit	\$321,276	\$309,320	\$338,815	\$363,838	We have conservatively forecast GP at 63% from 2019/2020 despite expectations at 70% for the 2018/2019 financial year.
Expenditure	\$287,858	\$291,916	\$307,316	\$314,928	Forecast has expenses rising by 3% annually, in line with current annual inflation and wage increases. We are also leveraging off our volunteer plan in order to keep wages under control.
Net Profit	\$33,418	\$473	\$7498	\$14,828	Net profit reflects the non-for-profit nature of the business with increases in sinking fund contributions rising and sponsor/donation levels are relatively flat over the next 3 years. Further savings may come via reduction in tournament costs by using more volunteers in otherwise paid roles.
Balance Sheet – Net Assets	\$58,000	\$91,500	\$98,000	\$118,000	Balance sheet increases demonstrate the strength of funds allocated for capital expenditure when courts require resurfacing, or fencing is to be replaced.
Sinking fund contribution	\$10,500	\$39,000	\$51,000	\$57,000	As a minimum and based on existing courts lasting between 8-10 years until re-surfacing occurs, the club would in today's terms require \$1,150m to resurface and refence 23 courts or \$50,000 per court. This requires \$115,000 per annum to be placed in the GTC sinking fund which is significantly short to the forecast allocation.
Grant Requirements	\$152,500	\$200,000	\$200,000	\$200,000	Over the next 10 years, the sinking fund will reach \$546,000 shortfall in re-surfacing and refencing would be \$604,000, with shortfall to be covered by future grant requests.
Sponsorship & Donations	\$20,932	\$29,000	\$30,000	\$31,000	Whilst we expect a significant uplift in the 2H2019 with committed additional sponsorship from ANZ, we have forecast only minor increases until June 2022.

(B) 2019/2020 Gosford Tennis Club Action Plan

Goal Category	Area	Performance		Actions	Lead	Priority	Deadline
		Current	Target				
Sustainability	Membership	802	1000 25% growth	<ul style="list-style-type: none"> ✓ Junior Pathway Structure ✓ Introduce SMS message servicing to market comps ✓ Enhance member & corporate benefits. 	Front Desk Officer & Head Coach	Medium	May 2020
Sustainability	Sales & Profit Growth	-2% Sales Growth +20% Profit Growth	<ul style="list-style-type: none"> ✓ +15% Sales Growth ✓ +7.5% Profit Growth 	<ul style="list-style-type: none"> ✓ On-line Pro-shop ✓ \$ allocation to marketing ✓ Sales Bonus Structure ✓ Ongoing training 	All Staff	Medium	August 2019
Participation	Social Use	566 visits per week	<ul style="list-style-type: none"> ✓ 650 visits per week (+15% social visits) 	<ul style="list-style-type: none"> ✓ Implement Book-a-court ✓ Phone Call 20 Members p.w. ✓ Min. 10 Social posts p.w. ✓ Raise local media profile 	Marketing Officer	Medium	December 2019
Participation	Junior Hot Shots	85 visits per week	<ul style="list-style-type: none"> ✓ 170 visits per week (+100% hot shot players) 	<ul style="list-style-type: none"> ✓ Introduce 6pm hot shots sessions for commuter parents ✓ Introduce Friday afternoon hot shot comp 	Head Coach	Medium	June 2020
Facility Funding	\$ Volume of Grants	\$12,500 in local government and Corporate Grants	<ul style="list-style-type: none"> ✓ \$200,000 in grants ✓ \$50,000 sponsorship ✓ \$10,000 donations 	<ul style="list-style-type: none"> ✓ Improve grant writing ✓ Leverage member knowledge ✓ Obtain TA Facility Loan ✓ Allocate \$3,500 per month towards \$ for \$ funding. 	Operations Manager	High	June 2020
Facility Funding	Asset Improvement	<ul style="list-style-type: none"> - Updated Office - Updated Kitchen - Fence courts 7/8 - New banners 	<ul style="list-style-type: none"> ✓ CCSA facility - lower courts ✓ LED Lights – courts 1-23 ✓ Re-fencing 1-4, 12,13 ✓ Court resurfacing 8,9,10-13 	<ul style="list-style-type: none"> ✓ Determine a priority list ✓ Prepare 2 quotes for grant submissions 	Committee	High	June 2020

© GDTA trading as Gosford Tennis Club – Tennis Australia OHC Performance

Category	Sub-category	Current Performance 2017/2018	Previous Performance 2016/2017	Summary / Key Insights
Venue usage	Annual visits / occupancy	41184	22880	Significant increase via tournaments, with visitor and event numbers
	Memberships	2200	2600	Free membership was offset by pay to play. From 1 July 2018 this changed to a formal membership fee
	Coaching students	139	200	The previous Head Coach left in December 2017 and was not replaced until July 2018, impacting on coaching numbers
	Community use	10%	13%	Usage reduced through higher cost of pay for play
Court usage	Occupancy	13%	45%	Lack of coaching resources led to a reduction of usage
Financial performance	Income	\$465,991	\$332,285	2016/17 year reflected 50% of revenue generated by 3 rd party operator and remaining 50% reflected GDTA running the operations.
	Expenditure	\$524,265	\$416,202	Expenditure for both years was high due to coach and GM wages which accounted for 77% of total revenue for 2016 and 60% for 2018. Both positions ceased in December 2017 & March 2018.
Management	Sinking fund contribution	\$0	\$0	Due to outstanding payroll taxes and capital costs being used to cover the day to day running of the business, no sinking fund allocation was applied. In 2019 \$3500 is now being allocated per month to the sinking fund.
	Volunteer hours	1800	1040	Volunteer hours increased significantly following the GM role ceasing in March 2018 due to the precarious finance position of the club.
	Hours directly supervised	62%	79%	Existing staff hours were tightened to reduced costs and these were again replaced by volunteers' hours. In May 2018, the maintenance manager stood down due to further cost cutting.
Maintenance	Repairs	\$10,970	\$51,218	Repair costs reduced due to tightened costs, a lack of capital funding, and existing members offering to undertake free time to repair and maintain the facility.
	Renewal	Nil	Nil	A new lease or licence agreement has yet to be formally put in place.
Governance	Committee	12	9	Committee numbers increased due to the poor financial position of the club

(D) Gosford District Tennis Association Strategic Plan 2019/2020

Vision

To be the leading Regional Facility in Australia

Mission

Our mission is to grow tennis participation across the NSW Central Coast

Values

(1) Community minded, (2) Provide a Healthy, Diverse and Safe Sporting Environment, (3) Offer great customer service for our members and guests, (4) Creating an environment to produce future tennis stars



Accessibility



Accountability



Community Benefit



Sustainability

Purpose

To increase junior participation and produce future tennis stars

- Attract high quality tennis coaches
- Increase Regional Squad participation
- Build a sustainable tennis pathway
- Increase Local Competitions
- Maintain & increase sanctioned Tournaments

To engage the community through tennis, a game that can be played by all

- Create consistent and attractive social play and competitions
- Promote the game across the Coast
- Have a sustainable operating model
- Offer tennis for all abilities

Create a social network through volunteerism

- Increase Volunteers numbers
- Create an environment for all ages
- Establish programs and procedures
- Support others in our community

Provide a Regional sporting facility that the local community can be proud of.

- Plan and build 21st century facilities
- Include multi-purpose uses for the site
- Create a welcoming environment
- Improve the Clubs Constitution to reflect todays requirements

Priority Areas

- Maintain and increase sanctioned tournaments through affiliation
- Become a key target market for local tourism
- Managing other sites where possible
- Making competitions attractive to play

- Promote Tennis Across the Region via Social, Sponsor Association and traditional platforms
- Engage with Council to manage tennis sites within the Association
- leverage off TNSW promotions

- Increasing Volunteer and Member numbers to increase participation and connect to our local community
- work with other local Community groups to support the club

- Obtain and maintain Local Council and State Government support and finalization of the Club lease.
- Support the Council's 2018-2028 Community Strategic Plan



(E) Gosford Tennis Club – Maintenance & Infrastructure Update – 2019/2020

	List of Improvements	When?	Top Complex	Lower Complex
1	LED replacement of Lighting – \$125,075 from EGM. This quote including 6 poles at \$147,730 includes GST. Quoted 10/9/18 (Summerland Tennis) Both quotes for top complex only.	2019/2020	\$147,730	\$148,480
2	Re-building new Toilet and Locker room facilities and demolishing existing structures replaced by outdoor garden and café area. To be quoted.	2020/2021	\$250,000 Est.	Refer CCSA proposal
3	Work Shed and Committee rooms – replacement of structure required due to white ant issues. Cost to be identified and reported to committee. To be quoted.	2019/2020	\$30,000 Est.	
4	Re-fencing of Courts – 12 & 13 (Quoted by Coastal Fencing (8/9/2018))	2019/2020	\$40,040	
5	Dividing tennis fences – courts 5/6, 6/7 and 8/9. (Quoted by Coastal Fencing (8/9/2018))	2019/2020	\$21,560	
6	Re-surfacing of Courts & extending where possible to ITF standard courts – Courts 10, 11, 12 & 13 resurfacing - (Summerland Tennis 10/9/18)	2019/2020	\$109,200	
7	Solar Panels placed on Clubhouse roof - 70 panels, savings in electricity at \$6,900 per annum. Resnic Solar Panels – 5/4/19 (Verbal quote)	2019/2020	\$30,000	
8	Repainting internal main-clubhouse and re-sanding floors – to be costed	2019/2020	\$2,200 Est.	
9	Partial Re-fencing of courts 1-4. Quoted by Central Coast Fencing 10/9/18)	2020/2021	\$41,800	
10	Renovating “Blue Room” – re-flooring, painting, new chairs and tables, new fans, lighting and air-conditioning, to be hired for functions, palates, fitness classes etc. Costs to be identified and reported to committee.	2019/2020	\$6,600 Est.	
11	Replacement of Drainage - next to shed & committee room Quote provided by Deepwater Plumbing – 11/3/19)	2019/2020	\$9,416	
12	Renovating Kitchen Area – provide organized cupboard and draw space, dishwasher, re-flooring, gas outlet connected.	2019/2020	\$8005	
13	Updating Coaches area adjoining office – re-flooring and re-painting required. Budget \$1,000. To be costed	2019/2020	\$1100 est.	
13	New outdoor furniture and repairing and updating existing furniture. Costs to be identified and reported to committee. Budget - \$3,000. To be costed	2020/2021	\$3,300 est.	To be costed
14	Shade Cloth replacement (Quoted by Shadex Industries QLD – supply only – 26/5/19)	2019/2020	\$6,652	
15	Replace Driveway Gates for security purposes – quoted by Coastal Fencing 8/9/2018	2019/2020	\$6,280	



16	Replacement & upgrading signage at Entry of Car Park and re-planting Garden Beds with hedging and possible bollards. To be costed.	2020/2021	\$10,000 est.	To be costed
17	Implementation of Book-a-Court system - Costs to be identified and reported to committee. Quoted as per TA website - \$15,000 per centre and \$6,000 rebated from TA	2020/2021	\$15,000	\$15,000
18	Replacement of Lower complex Club-house – Refer to CCSA reference in this report.	2020/2021	N/a	CCSA Report
19	Security Surveillance - Estimated by Flex Security	2019/2020	\$4,500 est.	\$10,000 est.
20	Parameter fencing for grounds - Costs to be identified and reported to committee.	2020/2021	N/a	To be costed
21	New Landscaping - Costs to be identified and reported to committee.	2020/2021	\$30,000 est.	To be costed
TOTAL – 2019/2020		Actual	\$378,883	
		Estimated	\$44,400	
		TOTAL	\$423,283	
TOTAL – 2020/2021		Actual	\$56,800	
		Estimated	\$293,300	
		TOTAL	\$350,100	
Total		Actual	\$420,684	
		Estimated	\$324,400	
		GRAND TOTAL	\$773,383	
Annual Estimated Savings – Operating Costs		Electricity	\$7116	
		Wages	\$7,920	