

# Gosford Tennis Club Strategic Plan – 2019 – 2022

## Main Components

### 1. VISION

To be the leading Regional Tennis Facility in Australia



### 2. MISSION

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



### 3. CLUB PURPOSE

To increase junior participation and produce future tennis stars  
To engage the community through tennis, a game that can be played by all ages  
Create a social network through volunteerism  
Provide a Regional sporting facility that the local community can be proud of.



### 4. VALUES

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



### 5. SWOT ANALYSIS

**Strengths** – Experience & History, Affiliation, Community, Proximity to Transport, Passionate Volunteers  
**Weaknesses** – No lease agreement, Large and aging facilities, Promoting tennis, Reduction in tournaments  
**Opportunities** – Creating a leading Regional facility, showcasing the NSW Central Coast, Disability player access  
**Threats** – Lack of Funding, Competitor sports, facility safety, and limited Volunteer involvement & experience



### 6. PRIORITY AREAS

Grow tennis participation, membership and volunteers  
Build 21<sup>st</sup> century facilities and surroundings  
Have a sustainable business that contributes to improving facilities, services, and tennis programs  
Work with key stakeholders – Tennis Australia & NSW, Government at all levels to promote tennis and the Club



### 7. KPI's

Specific measurable targets



## Gosford Tennis Club Strategic Plan 2019-2022

### ***Acknowledgement***

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This Strategic Plan for Gosford Tennis Club for the period of 1 July 2019 to 30 June 2022 has been developed in consultation with Tennis NSW approved by the club committee.

On behalf of Gosford Tennis Club

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_\_

### ***Vision***

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Gosford Tennis Club aims to be the leading Regional Tennis Club 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 ages and diverse groups through the game of tennis.

### ***Mission***

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

### ***Values***

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Community minded and focused, providing a Healthy, Diverse and Positive Sporting Environment, Great customer service for our members and guests, and creating future tennis stars through an elite pathway of tennis programs

### ***Purpose***

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Our club lists its purpose as per the constitution as:

- a. To sponsor, promote and manage Tennis Competitions and Tournaments and tennis in general particularly 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.

## SWOT Analysis / Risk Assessment

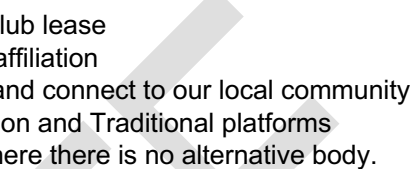
Strengths	Opportunities
<ol style="list-style-type: none"><li>1. Experience of managing tennis for over 125 years</li><li>2. Affiliate of Tennis NSW and Tennis Australia</li><li>3. A venue which hosts over 41,000 users per annum.</li><li>4. Recognised TA Regional top 15 National Tennis Centre</li><li>5.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



## ***Priority Areas***

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Priority areas for development that link directly to the clubs' purpose could be:

- Local Council and State Government support and finalization of the Club lease
  - Maintaining existing and increasing sanctioned tournaments through affiliation
  - Increasing Volunteer and Member numbers to increase participation and connect to our local community
  - Promote Tennis Across the Region through Social, Sponsor Association and Traditional platforms
  - Engage with Council to manage tennis sites within the Association where there is no alternative body.
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TEMPLATE

# Gosford Tennis Club Strategic Plan

## KPI's

Vision	<p style="text-align: center;"><b>To be the leading Regional Facility in Australia</b></p>			
Mission	<p style="text-align: center;"><b>Our mission is to grow tennis participation across the NSW Central Coast</b></p>			
Values	<p style="text-align: center;"><b>(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</b></p>			
Purpose	<p style="text-align: center;"><b>To increase junior participation and produce future tennis stars</b></p> <ul style="list-style-type: none"> <li>-Attract high quality tennis coaches</li> <li>-Increase Regional Squad participation</li> <li>-Build a sustainable tennis pathway</li> <li>-Increase Local Competitions</li> <li>-Maintain &amp; increase sanctioned Tournaments</li> </ul>	<p style="text-align: center;"><b>To engage the community through tennis, a game that can be played by all</b></p> <ul style="list-style-type: none"> <li>-Create consistent and attractive social play and competitions</li> <li>-Promote the game across the Coast</li> <li>Have a sustainable operating model</li> <li>-Offer tennis through Diversity – refer to Tennis Australia programs</li> </ul>	<p style="text-align: center;"><b>Create a social network through volunteerism</b></p> <ul style="list-style-type: none"> <li>-Increase Volunteers numbers</li> <li>-Create an environment for all ages</li> <li>-Establish programs and procedures</li> <li>-Support others in our community</li> </ul>	<p style="text-align: center;"><b>Provide a Regional sporting facility that the local community can be proud of.</b></p> <ul style="list-style-type: none"> <li>-Plan and build updated facilities</li> <li>Include multi-purpose uses for the site</li> <li>-Create a welcoming environment</li> <li>-Improve the Clubs Constitution to reflect today's requirements</li> </ul>
Priority Areas	<ul style="list-style-type: none"> <li>-- Maintain and increase sanctioned tournaments through affiliation</li> <li>- Become a key target market for local tourism</li> <li>- Managing other sites where possible</li> <li>- Making competitions attractive to play</li> </ul>	<ul style="list-style-type: none"> <li>- Promote Tennis Across the Region via Social, Sponsor Association and traditional platforms</li> <li>- Engage with Council to manage tennis sites within the Association</li> <li>- leverage off TNSW promotions</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing Volunteer and Member numbers to increase participation and connect to our local community</li> <li>- work with other local Community groups to support the club</li> </ul>	<ul style="list-style-type: none"> <li>- Obtain and maintain Local Council and State Government support and finalization of the Club lease.</li> <li>- Support the Council's 2018-2028 Community Strategic Plan</li> </ul>
KPIs	<ol style="list-style-type: none"> <li>1. <b>650 visits per week</b></li> <li>2. <b>170 Hot Shot players</b></li> <li>3. <b>1000 members</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>520 social posts p.a.</b></li> <li>2. <b>\$50,000 sponsorship</b></li> <li>3. <b>80 member calls per week</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>75+ volunteers by 2022</b></li> <li>2. <b>2 annual info events</b></li> <li>3. <b>Promote volunteerism</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Fund \$675,000 gap</b></li> <li>2. <b>Grants of \$200,000</b></li> <li>3. <b>15% Sales Growth</b></li> </ol>