# 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 21st 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***

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***

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***

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

***Values***

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***

Our club lists its purpose as per the constitution as:

1. 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.
2. To co-operate with other bodies for the purpose of furthering the interest in the game of tennis.
3. To purchase, take on lease, exchange, hire or otherwise acquire, and to lease, sell, exchange or otherwise deal with land, freehold and/or leasehold.
4. 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.
5. To form any club in connection with the Association for the purpose of furthering the social or private comfort of the Membership
6. To borrow, raise, and lend money on security or without security in the interests of the Association.
7. To settle all questions or disputes or matter relating to tennis which may be submitted for its adjudication.
8. 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** |
| 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 | 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** |
| 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. | 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. |

***Priority Areas***

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.

***KPI’s***

**Vision**

**To be the leading Regional Facility in Australia**

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

**Mission**

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**

**Values**

**Purpose**

Create a social network through volunteerism

-Increase Volunteers numbers

-Create an environment for all ages

-Establish programs and procedures

-Support others in our community

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

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

To increase junior participation and produce future tennis stars

-Create consistent and attractive social play and competitions

-Promote the game across the Coast

Have a sustainable operating model

-Offer tennis through Diversity – refer to Tennis Australia programs

-Plan and build updated facilities

Include multi-purpose uses for the site

-Create a welcoming environment

-Improve the Clubs Constitution to reflect todays requirements

-Attract high quality tennis coaches

-Increase Regional Squad participation

-Build a sustainable tennis pathway

-Increase Local Competitions

-Maintain & increase sanctioned Tournaments

-- 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

**Priority Areas**

- 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

1. **520 social posts p.a.**
2. **$50,000 sponsorship**
3. **80 member calls per week**
4. **650 visits per week**
5. **170 Hot Shot players**
6. **1000 members**

**KPIs**

1. **Fund $675,000 gap**
2. **Grants of $200,000**
3. **15% Sales Growth**
4. **75+ volunteers by 2022**
5. **2 annual info events**
6. **Promote volunteerism**