



# **Manjimup Tennis Club**

**Strategic Plan  
2020 - 2025**

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# FOREWORD

Despite a small population, Australia has a wonderful history of hitting above its size on the international tennis circuit. And more recently, this applies equally to those with a disability. The reasons for this are many, but key points are that the game is popular in all states because Australia has the climate that encourages outdoor sport and tennis is a game that can be played from an early age.

Tennis is a non-contact sport where all can enjoy competitive and social aspects of the game. Only two players are needed to enjoy the game and it can be played for most of the year on a quality artificial surface, day and night. Tennis can be played into the twilight years and the game has great social aspects off court – for players, spectators and volunteers. Technology has caught up with the sport whereby courts can be booked and paid for online.

All these features are applicable to tennis in Manjimup. Having a purpose-built central facility in the largest town in the Shire of Manjimup gives yet another layer to activities here – encouraging people of all ages to enjoy the game. In addition, the Multi-use pavilion facilities are available for community use.

Tennis has a great history as a means of social and sporting activity in the Shire of Manjimup given the number of clubs that abound. The declining membership of Ringbark Tennis Club, the one that was closest to Manjimup, was the catalyst that gave the impetus to the formation of the Manjimup Tennis Club committee to form and drive the development of the sport with excellent facilities in central Manjimup.

To introduce tennis to Manjimup by providing first class facilities has been the result of a strong and enthusiastic team effort of the MTC committee, Shire of Manjimup, Tennis Australia, Tennis West and the community of Manjimup.

The committee of MTC looks forward to welcoming tennis players and community members to use and maintain the facilities for the benefit and growth of all.

Stewart Learmonth  
Life Member

# MANJIMUP TENNIS CLUB

## Overview

This strategic plan has been prepared for the Manjimup Tennis Club (MTC) with consideration of reports and documents produced by Tennis West, the Department of Local Government, Sport and Cultural Industries (DLGSCI) and the Shire of Manjimup.

The key objectives of the plan are to:

- Develop a 5-year action plan to create purpose-built, sustainable tennis facilities within Manjimup.
- Secure funding for tennis infrastructure within Manjimup.
- Understand the key drivers for growing tennis within Manjimup, for both casual and competition participation.

This Strategic Plan aims to:

- Develop a plan of action by focusing on a range of objectives and strategies that are achievable and measurable.
- Focus on those objectives that are within the MTC's control.
- Identify and priorities objectives to drive the future of the MTC.
- Ensure the plan is prioritised to understand and use.

## History

The Manjimup Tennis Club, previously known as the Ringbark Tennis Club, were, until January 2017, based in West Manjimup on Ringbark Road. Ringbark Tennis Club was built on land supplied by local farmer George Kennedy. George prepared the land with the support of local people in working bees. Using horse drawn implements and hand tools the first courts were built from compacted earth.

Opening in 1929, the first membership fees were 10shillings for men and 5shillings for women. Initially membership was restricted just to people from the Ringbark area but became open to the local community in 1931. The compacted earth courts were bituminised in 1932.

With a growth of new settlers in the area in the 1940s came an injection of enthusiasm for the tennis club. Dave Crombie resurfaced and built two new courts with keen help by working bees. In 1954 the club became incorporated and the land was purchased. The tennis club flourished in the Post World War Two years and, despite reduced membership numbers, remains strong to this day.

From the 1980's the facilities at Ringbark Road (pictured) comprised of two fenced tennis courts and a single storey clubroom with vertical timber walls, low pitched corrugated iron roof and a large open veranda that overlooked the courts initially



and then another two courts added later. From 2000 the original support base of the local farming community started to decline to a smaller part of the membership and as the Ringbark facility were hard courts and located out of town, they became unattractive for people to make the regular trips to the courts.

After much consultation with the MTC members and the Shire of Manjimup, the Ringbark property was put on the market in 2016 & MTC sold the Ringbark tennis facilities in January 2017 in order to raise funds towards new central facilities in the Manjimup townsite.

## **Club Structure**

MTC is a successful, volunteer run club which for many years provided great enjoyment to its members through access to its tennis facilities and activities at Ringbark.

MTC is governed by a volunteer committee of management through an incorporated structure, a traditional model for tennis club management across Australia. The committee has 12 members, including life members, and has the roles of Chairperson, Vice Chairperson, Secretary and Treasurer.

The MTC is affiliated with Tennis West which is important to access funding, programs, insurance and professional development. Tennis West is Western Australia's governing body for tennis, and manages all aspects of the sport, from elite player development, to growing participation within the affiliated club network and community.

MTC currently relies heavily on local government and DLGSCI for support and funding for facility improvements and development. As such, MTC need to ensure all club activities are planned for future sustainability and accountability.

## **Achievements**

Over the past 5 years the main achievements of the MTC are:

- Establishment and growth of a junior coaching program.
- MTC representatives at regional carnivals and tournaments.
- Successfully sold previous facilities to raise funds for new facilities.
- Grant success for equipment and coaching programs.
- Accredited coaches within the MTC.
- Inclusive club which provides a social activity in a regional community.
- Supported local schools to obtain Hotshots equipment through grants program.
- With local government support, secured location for proposed new tennis facilities.
- Offered a social sporting club for the local community.





# OUR FUTURE

## Our vision

**For the Manjimup Tennis Club to be a vibrant, professionally managed, developing tennis club with an extensive membership and positive recognition in the local community.**

**We will develop exceptional facilities which will offer a safe and supportive environment for the local, regional and state tennis communities to enjoy.**

## Our aims

The aims of the MTC are to:

- Provide tennis facilities within Manjimup.
- Provide opportunities for people of all ages to play tennis.
- Access quality coaching to enable members to play at their highest level.
- Provide a facility that promotes and allows for the delivery of school ANZ Hot Shots programs.
- Increase social and flexible participation in addition to membership.
- Market and promote the MTC and its facilities to maximise tennis involvement, membership numbers and financial stability.
- Administrate the MTC in an efficient and effective manner.
- Promote a healthy lifestyle.
- Provide a safe and social environment for members and the community.
- Be a WA regional\* centre for tennis that can host local, regional and district tournaments.

*\*Regional: Geographical to the South West region. Tennis West defines this as a district centre.*

# INDUSTRY ANALYSIS

During the industry consultation process, the MTC members and stakeholders undertook an analysis of the MTC Strengths, Weaknesses, Opportunities, and Threats. This analysis assisted with the development of the strategies identified within this plan.

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STRENGTHS

- One of the longest running tennis clubs in the region
- Strong junior coaching program
- Proposal for facility development to include 8 new courts with lights and a new Multi-use pavilion
- \$130k funding available for facility development
- Progressive committee
- Manjimup identified by Tennis West as potential regional centre for Tennis
- Site for new facilities confirmed with local government
- Recent community survey identified a number of potential club members, players and volunteers

O

OPPORTUNITIES

- Build new tennis facilities in Manjimup to host club activities and regional tournaments
- Develop new club programs, activities, coaching and tournaments to encourage participation
- Develop services which generate revenue for the club
- Capitalise on new club facilities with 'book a court' system to attract new members and connect with local community
- Work with other community organisations to utilise club facilities through colocation
- Partner with schools and local organisations to increase use of tennis courts and club facilities
- Collaboration with other local tennis clubs

W

WEAKNESSES

- No club facilities
- No Multi-use pavilion
- No clear plan to develop new tennis facilities within Manjimup
- Shire proposed 'APEX' building for new tennis Multi-use pavilion is not suitable
- Decline in volunteer numbers due to lack of club base
- Unstable membership numbers due to lack of club facilities
- No clear strategy to rejuvenate and grow membership
- Lack of integration with local community
- No current club sponsors
- Lack of facilities for accredited coaches to utilise

T

THREATS

- Large number of sports clubs in local government area which are all looking to attract the same members our club
- Competition for corporate and government funding and grants
- A number of players favouring 'pay to play' rather than becoming an annual club member
- Failure to capitalise on new facilities
- Public profile of tennis against other sports
- Lack of volunteers and committee members to manage the new facilities
- Member retention and growth
- Rising cost of insurance, affiliation etc
- Changing lifestyles and work patterns

# COMMUNITY CONSULTATION

The MTC recently undertook a survey within the local community which was answered by 220 people;

Out of the 220 people who answered the survey:

- 4 people were aged under 18
- 2 people were between 19-25
- 70 people were between 26-40
- 98 people were between 41-55
- 32 people were aged 56-65
- 10 people were over 66

The majority of people who answered the survey were between 26-55 which is a key target demographic of the MTC.

- 12 were current MTC members
- 208 were not members of the MTC

- 32 people said they would definitely join the MTC once the new facilities were built
- 98 people will consider joining the MTC
- 26 people said a member of their family would be joining the MTC
- 50 people said they are a supporter of the MTC – these people could become volunteers in the future
- 10 people said they are already part of another club – most of these people commented that they would consider using the facilities as a casual member
- Additionally, 4 people do not wish to join

Therefore, we are looking at a potential playing membership of around 156 adult members plus juniors, and a potential supporter membership of at least 50 people.

We currently have a large number of juniors taking part in tennis coaching run through the MTC and we would be encouraging all of these juniors to become members.

We asked respondents of the survey to rank what they believe should be the top three priorities for the club over the next 5 years.

1. The top choice was 'build new facilities' which was selected by 180 of the participants;
2. The second choice was 'Have a strong and sustainable committee' with 152 people selecting it; and
3. 'Provide a facility for the community to use for a range of activities' was the third top priority with 108 people selecting it.

We asked respondents if they support the development of new Tennis Courts in Manjimup:

- 95% said yes.
- 1% said no - these people are involved in another local tennis club
- 4% said they were unsure

We asked respondents to select the activities they would be interested in participating in once the new facilities are built in Manjimup.

The answers (in order of popularity) were:

1. Social tennis
2. Coaching for school age
3. Schools tennis program
4. Individual plan
5. Cardio tennis / fitness classes
6. Tournaments
7. Coaching for adults
8. Pennants
9. ANZ hot shots
10. Wheelchair tennis

When asked during what time period would respondents use the new court facilities, they answered:

- 52% Weekends
- 23% Weekday evenings
- 17% Weekdays after school
- 8% Weekdays during school hours



# STAKEHOLDERS

Achieving the priorities identified within this plan will require the resources, energy and commitment of the MTC in partnership with the stakeholders referenced below. The MTC will look to collaborate with these stakeholders to achieve our vision.



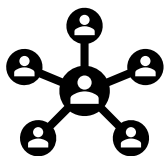


## INDUSTRY VALUES

Our plan aligns with national and state industry values, including:



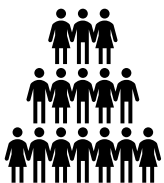
Promote tennis and participation



Facilitate player development



Provide quality & innovative competitions & tournaments



Develop a sustainable club



Allow more people to have a positive experience in tennis



Develop quality coaches



## STATE AND NATIONAL ALIGNMENT

Tennis is a sport for people of all ages and abilities. As a sport that can be played by people throughout their whole life, tennis has the ability to deliver significant health and wellbeing outcomes to the community. As one of the top ten physical activity choices, and top five sporting choices for Australians, national tennis participation figures demonstrate that tennis truly is a gender-neutral sport, with 55 percent of registered participants male, and 45 percent female.

Participants play tennis for a range of reasons; with evidence suggesting that the major drivers for tennis participation are social 41 per cent and fitness 28 per cent\*. As such, the provision of suitable facilities, programs, and opportunities to play are crucial to ensure that the community can participate in tennis year-round.

The tennis activities and programs developed and offered by the MTC will align with Tennis Australia's objectives to offer a range of suitable opportunities for participants to play at different stages of their life regardless of their ability.

MTC will run the ANZ Tennis Hot Shots, which is a Tennis Australia program, that introduces children aged between 3 and 12 to the sport of Tennis. Using smaller courts, bigger racquets and lower compression balls, ANZ Tennis Hot Shots allows children to engage with tennis and learn the sport through coaching programs.

Tennis Australia identifies that competition and social programs, through organised fixture competition, and social 'turn up and play' programs are important to ensure that players at all stages of their life have the opportunity to participate in a structure, and at a time that suits them. FAST4 competition, Book a Court, Fitbit Cardio Tennis and localised club programs are all crucial to ensure that the sport remains inclusive, accessible, and enjoyable for people of all ages and abilities.

In Tennis West's 2016/2020 strategic plan they aim to increase participation and inspire the next generation of players, fans and volunteers. They also identify that they want to remove the barriers to Tennis, focusing on ease of access, inclusive opportunities and connecting clubs and communities. Both of these identified strategies are initiatives the MTC will also endeavour to achieve.

*\*Data from Tennis Australia – Tennis 2020 facility development and management framework*

# LONG TERM PRIORITIES

The long-term priorities of MTC have been identified as:



- Build new tennis courts with lighting in central Manjimup
- Build a new Multi-use pavilion that can be utilised by the club and the local community
- Hold regular club competitions for annual and casual members
- Host regional competitions and tournaments
- Provide an excellent level of coaching for all ages
- Be a well governed club with a progressive, diverse and gender equal committee
- Have a healthy and active membership
- Have enthusiastic and engaged volunteers
- Develop programs to encourage and engage junior players
- Be an inclusive and accessible club
- Be a financially secure club
- Be influenced and directed by the MTC members
- Be representative of all facility users
- Create a club culture that is welcoming and inclusive of new participants and the Manjimup community

# 5 YEAR STRATEGIES

The MTC will strive to provide high quality tennis facilities to meet the needs of MTC members, casual users and regional tennis community. The strategies and actions identified in this strategic plan will focus the MTC in its endeavour to achieve the MTC's priorities.

|                       |   |
|-----------------------|---|
| <b>Strategy 1:</b>    | <b>Facilities: Quality playing facilities, Multi-use pavilion and surrounds</b>   |
| <b>Key objectives</b> | <ul style="list-style-type: none"> <li>• Investigate the development of new tennis courts and Multi-use pavilion</li> <li>• Finalise plans for facilities development</li> <li>• Secure funding to build tennis facilities</li> <li>• Build and operate new facilities</li> </ul> |
| <b>Strategy 2:</b>    | <b>Management: Develop a sustainable Club</b>   |
| <b>Key objectives</b> | <ul style="list-style-type: none"> <li>• Governance</li> <li>• Financial management</li> <li>• Volunteer Management</li> </ul>  |
| <b>Strategy 3:</b>    | <b>Club Activities: Diverse range of activities and competitions</b>  |
| <b>Key objectives</b> | <ul style="list-style-type: none"> <li>• Club Activities</li> <li>• Coaching and development</li> <li>• Talent Development</li> <li>• Support for officials</li> </ul>  |
| <b>Strategy 4:</b>    | <b>Marketing: Membership growth and club promotion</b>  |
| <b>Key objectives</b> | <ul style="list-style-type: none"> <li>• Increase club membership</li> <li>• Improve communications with members, stakeholders and the wider community</li> <li>• Marketing: Raise the profile of the MTC</li> <li>• Fundraising</li> <li>• Social Environment</li> </ul>         |
| <b>Strategy 5:</b>    | <b>Community</b>  |
| <b>Key objectives</b> | <ul style="list-style-type: none"> <li>• Meet the needs of the local community</li> <li>• Facility usage</li> <li>• Access and inclusion</li> <li>• Co-location</li> </ul>  |



## STRATEGY 1: FACILITIES: QUALITY PLAYING FACILITIES, MULTI-USE PAVILION AND SURROUNDS

**Expected outcome:** The club build new tennis facilities within Manjimup for MTC members, regional tennis community and local Manjimup community.

| Objective   | Strategies  | Performance measure  | Target Date  | Timeframe for review | Priority |
|---|---|--|--------------|----------------------|----------|
| Investigate the development of new tennis courts and Multi-use pavilion | Secure support from Tennis West for new regional facilities in Manjimup | <p>The following is included in the Tennis West strategic facilities plan 'A roadmap for the future of tennis facilities – 2018 and beyond':</p> <ol style="list-style-type: none"> <li>1. <u>Country facility priorities</u> - Ensure adequate provision and access to tennis facilities in country zones with predicted future increases in population. Key major growth areas include Peel and South West (Manjimup), Geraldton and the Pilbara.</li> <li>2. <u>SW zone recommendation</u> - Support the development of a new regional level ITF standard venue in Manjimup that offers tournament play and provides an extensive range of competition and social participation opportunities including Book a Court and Hot Shots courts.</li> </ol> | January 2020 | Monthly              | High     |

|  |  |  |              |         |      |
|--|--|--|--------------|---------|------|
|  | Research is undertaken with Tennis West to identified number of courts needed for the local community and to host regional tournaments | <ul style="list-style-type: none"> <li>• Project Pathway is undertaken with Tennis West</li> <li>• A clear project pathway is identified</li> <li>• The number of courts needed for regional use is identified</li> </ul>  | January 2020 | Monthly | High |
|  | Needs assessment and feasibility are undertaken  | <ul style="list-style-type: none"> <li>• Utilise and consider information detailed with the Shire of Manjimup's 'Manjimup Community Recreation Hub Master Plan' and 'Manjimup Community Recreation Hub Feasibility Studies for Priority Projects'</li> <li>• Investigative work carried out by other local and regional tennis facilities</li> </ul> | March 2020   | Monthly | High |
|  | Public consultation is undertaken  | <ul style="list-style-type: none"> <li>• Consultation is undertaken with past, current and potential members to determine their support and the future needs of tennis within Manjimup</li> <li>• Consultation is undertaken with stakeholders to investigate collaboration and partnership opportunities</li> </ul>                                 | March 2020   | Monthly | High |
|  | All regulations and standards are studied, and reports received as needed  | <p>Attention is given to:</p> <ul style="list-style-type: none"> <li>• Disability access and inclusion</li> <li>• Lighting plan</li> <li>• Energy and water efficiency</li> </ul>  | June 2020    | Monthly | High |

|   |  |   |            |         |      |
|---|--|---|------------|---------|------|
|   |  | <ul style="list-style-type: none"> <li>• All local government permits, regulations and permissions</li> <li>• All Australian standards</li> <li>• Safe clubs for kids</li> </ul>  |            |         |      |
| Finalise plans for facility development | A project plan is written for the development of whole facility  | <ul style="list-style-type: none"> <li>• Project plan for build of new tennis courts and Multi-use pavilion is adopted by the MTC</li> <li>• Concept designs are collected</li> <li>• Operational Plan is determined</li> <li>• Management Plan is determined</li> </ul>  | June 2020  | Monthly | High |
|   | In line with Tennis West, develop a Multi-use pavilion that supports the shared use of a tennis venues to provide a greater range of physical activity opportunities for local communities | <ul style="list-style-type: none"> <li>• Investigate shared usage options for the facility – for both the courts and Multi-use pavilion</li> <li>• Improve the capacity, functionality and sustainability of whole facility</li> <li>• Design a Multi-use pavilion that can be used for both sport and non-sporting activities</li> </ul> | June 2020  | Monthly | High |
|   | Secure location from Shire of Manjimup for new MTC facilities  | <ul style="list-style-type: none"> <li>• Location is secured from Shire of Manjimup as a resolution of council</li> <li>• Lease agreement for site is received from Shire of Manjimup</li> </ul>  | March 2020 | Monthly | High |
|   | All budgets are developed for project development and future operations  | <ul style="list-style-type: none"> <li>• Full project is costed with detailed budget produced</li> <li>• Life cycle costs are considered</li> <li>• Annual operational budget is developed</li> </ul>   | June 2020  | Monthly | High |

|   |   |   |                          |                               |      |
|---|---|---|--------------------------|-------------------------------|------|
|   | Finalise layout and designs for the courts and the Multi-use pavilion that meets the needs of local community and regional tennis | <ul style="list-style-type: none"> <li>Final plans are adopted by committee ready for funding submission</li> </ul>   | June 2020                | Monthly                       | High |
| Secure funding to build tennis facilities | Cost the whole project  | <ul style="list-style-type: none"> <li>Project is fully budgeted</li> <li>Two quotes are received for all development work</li> <li>Procurement process is agreed upon</li> </ul>   | June 2020                | Monthly                       | High |
|   | Funding proposals are submitted for the new tennis courts   | <p>Applications are considered and applied for as required, this includes (but is not limited to):</p> <ul style="list-style-type: none"> <li>Community Sport and Recreation Fund (CSRFF)</li> <li>National Court Rebate</li> <li>Rebate for online booking system</li> <li>Facility Loan Scheme</li> <li>Australian Sport Federation</li> <li>ANZ</li> <li>Lotterywest</li> <li>Shire of Manjimup</li> </ul> | June 2020 – January 2021 | As funding opportunities open | High |
|   | Funds are raised through the MTC to support the build of new courts   | <ul style="list-style-type: none"> <li>MTC develops a 'Friends of' fund which receives pledges to support new facilities</li> <li>MTC organises fundraising activities</li> </ul>   | Ongoing                  | Monthly                       | High |
| Build and operate facilities              | Follow timeline as proposed in project plan and funding agreement to build new facility   | <ul style="list-style-type: none"> <li>Engage contractors to undertake works</li> <li>Complete fit out of Multi-use pavilion</li> </ul>   | July 2021                | Monthly                       | High |

|  |                        |  |         |                            |      |
|--|------------------------|--|---------|----------------------------|------|
|  | Open new facility      | <ul style="list-style-type: none"> <li>• Official opening is held where all funders and stakeholders are publicly acknowledged</li> </ul>  | 2022    | Once facility is completed | High |
|  | Operate new facilities | <ul style="list-style-type: none"> <li>• Follow operational plan and management plan to run the MTC once open and functional</li> </ul>  | Ongoing | Monthly                    | High |
|  | Continued improvement  | <ul style="list-style-type: none"> <li>• Be aware of new projects which can improve the MTC facility</li> <li>• Follow life cycling costings to ensure sustainability of facility</li> <li>• Follow operational budget to ensure funding is available for future projects</li> <li>• Aim to surface two additional courts by 2030</li> </ul> | Ongoing | Monthly                    | High |



## STRATEGY 2: MANAGEMENT: DEVELOP A SUSTAINABLE CLUB

**Expected outcome:** The MTC has a prospering committee which manages the MTC operations and future plans

| Objective         | Strategies                                    | Performance measure   | Target Date | Timeframe for review | Priority |
|-------------------|---|---|-------------|----------------------|----------|
| <b>Governance</b> | Ensure good governance practices are followed | <ul style="list-style-type: none"> <li>• Monitor the strategic plan and action identified strategies</li> <li>• Develop bylaws, policies and procedures to direct the operations of the MTC</li> <li>• Develop an operational plan and management plan to manage the MTC and ensure the sustainability of the club</li> <li>• Develop a risk management plan for the expansion and operations of the MTC</li> <li>• Have a strong, dynamic committee which is representative of its membership</li> <li>• Promote cross club cooperation and coordination to provide efficiencies in resources, facilities and administration</li> <li>• Build the committees capacity through governance training, organisational planning and education of committee members</li> </ul> | Ongoing     | Monthly              | High     |

|                             |   |  |         |         |      |
|-----------------------------|---|--|---------|---------|------|
|                             |   | <ul style="list-style-type: none"> <li>• Be accountable to MTC members and provide regular reports and communications on club's progression</li> <li>• Ensure committee succession planning is at the forefront of MTC and committee development</li> <li>• Build partnerships with stakeholders to support, guide and progress the club</li> </ul>  |         |         |      |
|                             | Adhere to all legal requirements of the MTC               | <ul style="list-style-type: none"> <li>• Ensure MTC are meeting the requirements of the Incorporations Associations Act 2015</li> <li>• Ensure MTC are meeting the requirements of Tennis West affiliation</li> <li>• Ensure MTC are meeting all financial requirements (record keeping, GST, tax, auditing, funding agreement requirements etc.)</li> <li>• Ensure MTC is meeting all insurance needs including those covered by Tennis West</li> <li>• Ensure MTC is following all legislation imposed by regional and state bodies</li> <li>• Become a Good Sports club if considered beneficial</li> </ul> | Ongoing | Monthly | High |
| <b>Financial management</b> | Follow good governance practices for financial management | <ul style="list-style-type: none"> <li>• Develop diverse income streams</li> </ul>   | Ongoing | Monthly | High |

|  |  |  |         |         |      |
|--|--|--|---------|---------|------|
|  |  | <ul style="list-style-type: none"> <li>• Develop accountable financial management processes</li> <li>• Securing funding to assist the MTC in achieving its strategic goals</li> <li>• Become a financial sustainable club</li> <li>• Ensure MTC are meeting all financial requirements (record keeping, GST, tax and auditing, funding agreement requirements etc.)</li> <li>• Ensure MTC is meeting the financial requirements of the Incorporations Associations Act 2015</li> </ul>   |         |         |      |
|  | Develop an annual operational budget to ensure sustainability and transparency | <ul style="list-style-type: none"> <li>• Committee develop and adopt MTC operational budget at least 6 weeks prior to the beginning of each financial year</li> <li>• Budget presented at each Management Committee meeting throughout the year</li> <li>• Budget is reported against throughout the year to track income and expenditure</li> <li>• MTC ensures all operational expenditure is covered through annually generated income</li> <li>• MTC has a positive financial operations (i.e. is breaking even or making a profit each year)</li> </ul> | Ongoing | Monthly | High |

|  |   |  |                    |          |        |
|--|---|--|--------------------|----------|--------|
|  |   | <ul style="list-style-type: none"> <li>MTC applies for funding to support the development of MTC initiatives and projects</li> </ul>   |                    |          |        |
|  | Complete end of year financial report and present to members at AGM   | <ul style="list-style-type: none"> <li>Financial report is completed in line with the requirements of the Associations Incorporations Act 2015</li> <li>End of year financial report is presented to members at AGM</li> </ul>   | Annually for AGM   | Annually | High   |
|  | Review operating costs annually to ensure best value for money and cost recovery (i.e. insurance, facility usage fees etc.) | <ul style="list-style-type: none"> <li>Committee undergo a cost analysis of operational expenditure during the budgeting process each year</li> <li>Quotes are sought as required and the best value for money options are chosen</li> </ul>   | Annually in August | Annually | High   |
|  | Develop policies for financial management as needed   | <ul style="list-style-type: none"> <li>Policies are drafted and adopted by the committee as needed</li> <li>Policies are followed by all members / committee members as required</li> </ul>  | As required        | Monthly  | Medium |
|  | Provide affordable and competitive membership rates and facility hire fees  | <ul style="list-style-type: none"> <li>Committee to develop and implement new membership / usage fee structure for new facilities</li> <li>Committee to review the membership options and rates annually</li> <li>Committee review other tennis / sporting club fees to ensure they are competitive</li> </ul> | Annually in August | Annually | Medium |

|                             |  |   |                                 |              |        |
|-----------------------------|--|---|---------------------------------|--------------|--------|
|                             |  | <ul style="list-style-type: none"> <li>Committee to develop a hire fee schedule for the hire of the tennis facility including courts and Multi-use pavilion</li> </ul>  |                                 |              |        |
|                             | Effectively manage capital projects  | <ul style="list-style-type: none"> <li>MTC fully costs all capital projects and ensures all costs are covered before undertaking projects</li> <li>MTC sources grants to help fund projects that are not operational expenditure</li> <li>MTC manage all capital projects without impacting MTC operations</li> </ul> | During annual budgeting process | Annually     | Medium |
|                             | Identify alternative and additional income sources   | <ul style="list-style-type: none"> <li>Committee look to develop new income streams to provide sustainability to MTC</li> </ul>   | Annually in August              | Annually     | Medium |
|                             | Effective management of cash reserves  | <ul style="list-style-type: none"> <li>Continued increases to the Cash reserve account in order to maximise savings</li> </ul>  | Annually in August              | Annually     | Medium |
|                             | Ensure compliance with grants and funding  | <ul style="list-style-type: none"> <li>All grant received by the MTC are fully acquitted with all supporting documents required by the funding body</li> </ul>  | As required                     | Twice a year | Medium |
| <b>Volunteer Management</b> | Have a structured approach to volunteer planning and support around recruitment, definition of roles and responsibilities, costs of volunteering and engaging volunteers | <ul style="list-style-type: none"> <li>Volunteers roles are defined, and volunteer duties are clear for all roles</li> <li>There is a formal recruitment process for new volunteers</li> <li>There is a review process for retaining volunteers and collecting feedback</li> </ul>                                    | March 2021                      | Monthly      | High   |



|  |  |   |         |           |      |
|--|--|---|---------|-----------|------|
|  |  | <ul style="list-style-type: none"> <li>Volunteers are recognised for the work as part of an annual event or activity</li> <li>MTC develop a Volunteer policy</li> </ul>   |         |           |      |
|  | Volunteer retention  | <ul style="list-style-type: none"> <li>Volunteers are offered training for the area of the MTC they are interested in, i.e. governance, coaching, food handling, first aid etc.</li> <li>Volunteers are regularly asked for feedback on their role</li> <li>Volunteers are offered flexibility within their role (i.e. times, duration, duties etc.)</li> </ul> | Ongoing | Quarterly | High |
|  | Volunteer register   | <ul style="list-style-type: none"> <li>The club's volunteer register is kept up to date with details of volunteer's contact details, qualifications, accreditations and services to the MTC</li> </ul>  | Ongoing | As needed | High |
|  | All volunteers are required to follow Working with Children laws | <ul style="list-style-type: none"> <li>All volunteers are required to obtain a WWC check if eligible under guidelines</li> <li>Where required, volunteer to obtain a police check</li> </ul>  | Ongoing | As needed | High |

### STRATEGY 3: CLUB ACTIVITIES: DIVERSE RANGE OF ACTIVITIES AND COMPETITIONS

**Expected outcome:** The MTC has a wide range of playing and development activities for the local, regional and state tennis community

| Objective              | Strategies   | Performance measure   | Target Date    | Timeframe for review | Priority |
|------------------------|--|---|----------------|----------------------|----------|
| <b>Club Activities</b> | Develop a diverse range of quality, creative club activities, tournaments and competitions | <ul style="list-style-type: none"> <li>• Organise events, activities, tournaments, coaching and other endeavours as identified throughout this plan</li> <li>• Offer a variety of club activities for members including, but not limited to: <ul style="list-style-type: none"> <li>○ Cardio Tennis</li> <li>○ Pennants</li> <li>○ Junior &amp; Senior coaching</li> <li>○ Inclusive for Intellectual disabilities</li> <li>○ Social Tennis</li> <li>○ ANZ Hotshots</li> <li>○ School Holiday programs</li> <li>○ Local junior competitions</li> </ul> </li> <li>• Organise tournaments and competitions for all ages and abilities</li> <li>• Develop annual MTC tournament for all members</li> </ul> | September 2021 | Monthly              | High     |

|                                 |   |   |                |         |        |
|---------------------------------|---|---|----------------|---------|--------|
|                                 | Host local, regional and state tournaments and coaching opportunities | <ul style="list-style-type: none"> <li>• Organise inter-club tournaments and competitions for all ages and abilities</li> <li>• Work with Tennis West to host regional and district tournaments and coaching opportunities</li> <li>• Work with out of town coaches to run clinics at the MTC</li> <li>• Develop a good working relationship with Tennis West</li> <li>• Develop a good working relationship between regional hubs and tennis clubs in neighbouring local government areas</li> <li>• Develop a good working relationship with other clubs within the region</li> </ul> | September 2022 | Monthly | Medium |
| <b>Coaching and development</b> | Develop an active coaching program for all ages and abilities         | <ul style="list-style-type: none"> <li>• Offer a variety of coaching opportunities for members and non-members</li> <li>• Work with local coaches to run regular clinics</li> <li>• Work with out of town coaches to run one off events and clinics</li> <li>• Until new facilities are developed continue to support the development of junior coaching with Tim Ioannou at Kearnan College and Manjimup High School</li> </ul>  | Ongoing        | Monthly | High   |

|                           |   |  |                |          |        |
|---------------------------|---|--|----------------|----------|--------|
|                           | Support the participation and development of Junior members   | <ul style="list-style-type: none"> <li>• Work with local schools to utilise facility as part of their physical education programs</li> <li>• Become a KidSport club</li> <li>• Run 'come and try' days</li> <li>• Continue partnership with school to obtain and utilise Hotshots equipment</li> <li>• Work with Tennis West to run a local junior development series</li> </ul> |                |          |        |
|                           | Support people with disabilities to take part in tennis       | <ul style="list-style-type: none"> <li>• Purchase 2-4 tennis wheelchairs</li> <li>• Run inclusive tennis program for intellectual disabilities</li> <li>• Partner with Tennis West to run inclusion activities</li> </ul>  | September 2023 | Annually | Medium |
|                           | Player attraction and retention                               | <ul style="list-style-type: none"> <li>• Implement a club-wide recruitment program for new members</li> <li>• Ensure members receive benefits and values for their membership</li> <li>• Increase membership and facility usage annually</li> </ul>  | Ongoing        | Monthly  | High   |
| <b>Talent Development</b> | Provide development pathways for talented players and coaches | <ul style="list-style-type: none"> <li>• Provide quality coaching opportunities</li> <li>• Provide opportunity for players and coaches to take part in tournaments, intra and inter-club competitions</li> <li>• Create partnership with schools to support talented players and coaches</li> </ul>  | September 2023 | Annually | Medium |

|                              |                            |   |                                   |           |        |
|------------------------------|----------------------------|---|-----------------------------------|-----------|--------|
|                              |                            | <ul style="list-style-type: none"> <li>• Support talented players to access the facilities</li> <li>• Support talented players and coaches to access education and support services to further their development</li> </ul>   |                                   |           |        |
|                              | Affiliate with Tennis West | <ul style="list-style-type: none"> <li>• Ensure a functional relationship is maintained with Tennis West development team to support members performance pathways</li> <li>• Ensure MTC performance pathways are in line with Tennis West development plans</li> </ul>        | Ongoing                           | Annually  | Medium |
|                              | Talent identification      | <ul style="list-style-type: none"> <li>• Work with coaches and Tennis West to implement a talent identification process</li> <li>• Work with coaches and officials to have a clear pathway for talented players</li> <li>• Extend talent identification to schools</li> </ul> | September 2023                    | Annually  | Medium |
| <b>Support for officials</b> | Continued accreditations   | <ul style="list-style-type: none"> <li>• Encourage member and non-members to increase accreditations in tennis coaching</li> <li>• Support members and non-members to become 'Ball Boys and Girls'</li> </ul>   | As opportunities become available | Quarterly | Low    |
|                              | Succession                 | <ul style="list-style-type: none"> <li>• Encourage succession planning with coaches, officials and</li> </ul>   | Ongoing                           | Annually  | Medium |

|  |  |   |  |  |  |
|--|--|---|--|--|--|
|  |  | <p>administrators to ensure an ongoing supply and pathway</p> <ul style="list-style-type: none"> <li>• Hold regular communications with MTC officials to gauge their commitments and continued involvement</li> <li>• Where relevant, develop role guides to support the handover between people and ensure continuity</li> </ul> |  |  |  |
|--|--|---|--|--|--|

## STRATEGY 4: MARKETING: MEMBERSHIP GROWTH AND CLUB PROMOTION

**Expected outcome:** The MTC has a thriving membership and widely identified brand

| Objective                       | Strategies  | Performance measure  | Target Date | Timeframe for review      | Priority |
|---------------------------------|---|--|-------------|---------------------------|----------|
| <b>Increase club membership</b> | Develop range of membership options and categories                          | <ul style="list-style-type: none"> <li>• Ensure membership fees are affordable and sustainable</li> <li>• Develop membership options which encompasses annual members, casual playing members, juniors, social members, supporters, volunteers, coaches and officials.</li> <li>• Develop range of membership timeframes (i.e. annual, school term, monthly etc.)</li> </ul> | August 2020 | Annually once established | High     |
|                                 | Welcome all age groups and levels of ability                                | <ul style="list-style-type: none"> <li>• Have a variety of activities and membership options suitable for all ages and abilities</li> <li>• Have target marketing to all ages and abilities</li> </ul>   | Ongoing     | Annually                  | Medium   |
|                                 | Establish programs, clinics and mini tournaments to engage with new members | <ul style="list-style-type: none"> <li>• New programs, clinics and mini tournaments scheduled and run.</li> <li>• Deliver the school ANZ Hot Shots program and encourage greater levels of transition from school programs to club activities.</li> </ul>  | Ongoing     | Quarterly                 | Medium   |

|  |  |  |         |          |        |
|--|--|--|---------|----------|--------|
|  | Work with Tennis West to implement programs to increase members. | <ul style="list-style-type: none"> <li>• Included in Tennis West Strategic plan: Work with clubs experiencing low membership (Gracetown, Manjimup, Dardanup and Harvey) to develop growth strategies through additional programming opportunities and following the completion of annual Operational Health Checks</li> <li>• With the support of Tennis WA, run Tennis Australia's 'Open Court' program to encourage local community to become involved with the club.</li> </ul>   | Ongoing | Annually | Medium |
| <b>Improve communications with members, stakeholders and the wider community</b> | Have regular communication with members                          | <ul style="list-style-type: none"> <li>• Actively communicate with members through a range of platforms including, but not limited to: <ul style="list-style-type: none"> <li>○ Newsletters</li> <li>○ Social media</li> <li>○ Email blast</li> <li>○ Website</li> <li>○ SMS messaging</li> </ul> </li> <li>• Use of Social media and other platforms to keep members up to date with: <ul style="list-style-type: none"> <li>○ Club wide events</li> <li>○ Upcoming caching and game opportunities</li> <li>○ Team announcements</li> </ul> </li> </ul> | Ongoing | Monthly  | High   |



|  |  |   |                |         |        |
|--|--|---|----------------|---------|--------|
|  |  | <ul style="list-style-type: none"> <li>○ MTC projects and fundraising activities</li> <li>○ MTC and individual members achievement</li> </ul>   |                |         |        |
|  | Develop regular communication with stakeholders (including sponsors, Tennis West etc.) | <ul style="list-style-type: none"> <li>• Regularly communication with stakeholder to update them on the MTC developments and activities</li> </ul>  | Ongoing        | Monthly | High   |
|  | Develop regular communication with non-members and the wider community                 | Use of Social media and other platforms to promote: <ul style="list-style-type: none"> <li>• Casual usage</li> <li>• Hire of the community space</li> <li>• Upcoming events</li> <li>• Community engagement opportunities</li> <li>• MTC and individual achievement</li> <li>• Fundraising activities</li> </ul>  | Ongoing        | Monthly | Medium |
| <b>Marketing: Raise the profile of the MTC</b> | Develop a marketing plan for MTC   | <ul style="list-style-type: none"> <li>• Identify key stakeholders for marketing activities</li> <li>• Identify a diverse range of marketing strategies</li> <li>• Develop a 'brand' for the club</li> <li>• Develop marketing message for the promotion of the club</li> <li>• Put marketing campaign and communication strategy in place promoting MTC</li> <li>• Marketing campaign and communication strategy in place promoting MTC</li> </ul> | September 2020 | Monthly | High   |

|                    |   |   |                         |           |      |
|--------------------|---|---|-------------------------|-----------|------|
|                    |   | <ul style="list-style-type: none"> <li>MTC stakeholders are identified and engaged with the marketing plan</li> <li>Wide range of marketing strategies are identified and undertaken</li> </ul>   |                         |           |      |
|                    | Research  | <ul style="list-style-type: none"> <li>Gather regular research to promote the benefits of sport and recreation to health, wellbeing, education, social inclusion and community engagement</li> <li>Research the communication methods with members and non-members</li> </ul> | Ongoing                 | Annually  | Low  |
|                    | Use online and traditional marketing avenues                      | <ul style="list-style-type: none"> <li>Provide effective integration of new technology to enhance the experiences with the club</li> </ul>  | Ongoing                 | Annually  | High |
|                    | Develop promotional items with MTC branding on to sell            | <ul style="list-style-type: none"> <li>Items identified and produced for sale (i.e. stubby holders, caps, shirts etc)</li> <li>List items for sale on MTC website</li> <li>Gift items to sponsors and members as part of their packages</li> </ul>                            | August 2020 and ongoing | Monthly   | High |
| <b>Fundraising</b> | Hold events and fundraising activities to raise money for the MTC | MTC to develop an annual calendar of activities and events including (but not limited to): <ul style="list-style-type: none"> <li>Friends of MTC</li> <li>Raffles</li> <li>Quiz nights</li> <li>Corporate Tennis Competitions</li> </ul>                                      | Ongoing                 | Quarterly | High |

|                           |  |   |         |           |        |
|---------------------------|--|---|---------|-----------|--------|
|                           | MTC to build partnerships with local and regional companies to attract sponsorship for the club. | <ul style="list-style-type: none"> <li>• MTC to develop sponsorship packages which clearly outline the different sponsorship options available and the benefits for both the MTC and the sponsor</li> <li>• MTC to have partnerships with companies to support the MTC operations, events and activities</li> <li>• Showcase stakeholders (who support MTC development) on social media and the MTC website</li> <li>• Acknowledge sponsors at all suitable opportunities</li> <li>• Establish sponsors e-newsletter to keep sponsors up to date with MTC activities, events and achievements</li> <li>• Involve sponsors in MTC activities and invite them to public events</li> </ul> | Ongoing | Annually  | High   |
|                           | MTC to utilise club facilities to raise funds  | <ul style="list-style-type: none"> <li>• Develop hall hire packages that can be used by the local and regional community</li> <li>• Ensure the MTC canteen is running as a profitable activity</li> </ul>   | Ongoing | Annually  | Medium |
| <b>Social Environment</b> | Provide a safe, friendly and supportive environment for members and visitors                     | <ul style="list-style-type: none"> <li>• Promote behaviours and etiquette both on and off the court</li> <li>• Provide a safe facility</li> <li>• Promote social inclusiveness</li> <li>• Hold a range of social events for members including: <ul style="list-style-type: none"> <li>○ BBQ after regular tennis days</li> </ul> </li> </ul>  | Ongoing | Quarterly | Medium |

|  |   |  |         |           |        |
|--|---|--|---------|-----------|--------|
|  |   | <ul style="list-style-type: none"> <li>○ Season wind-ups</li> <li>○ Awards nights</li> </ul>   |         |           |        |
|  | Be a welcoming club for non-members and the wider community | <ul style="list-style-type: none"> <li>● Provide easy access to the MTC for non-members through the 'book a court system' on the MTC website</li> <li>● Have access information on the MTC website and social media platforms to make the MTC accessible to all community members</li> </ul> | Ongoing | Quarterly | Medium |

## STRATEGY 5: COMMUNITY

**Expected outcome:** The MTC is integrated into the community and used for a variety of purposes.

| Objective                                    | Strategies   | Performance measure   | Target Date | Timeframe for review | Priority |
|--|--|---|-------------|----------------------|----------|
| <b>Meet the needs of the local community</b> | Create inclusive programs for people of all ages and abilities to take part in                         | <ul style="list-style-type: none"> <li>Program are developed to meet the needs of members and casual users</li> <li>Participation opportunities are provided based on an identified need</li> <li>Regular data is collected and supports MTC's activity planning</li> <li>Activities provided cater to a wider range of age groups and abilities</li> </ul> | Ongoing     | Annually             | Medium   |
|  | Embrace new and emerging programs and activities that suit the needs of the local and tennis community |   | Ongoing     | Annually             | Medium   |
| <b>Facility usage</b>                        | Maximise usage of facility   | <ul style="list-style-type: none"> <li>The Multi-use pavilion is utilised by the whole community for both sport and non-sporting activities</li> <li>Facilities are used flexibly, and scheduling reflect the local and tennis community demand</li> <li>MTC is actively linking with sporting and community clubs</li> </ul>                               | Ongoing     | Quarterly            | High     |
|  | Ensure operational actions for facility usage are undertaken   | <ul style="list-style-type: none"> <li>Develop fees and charges schedule for casual and short-term facility hire</li> <li>Ensure appropriate insurance is in place for external hire</li> </ul>   | Ongoing     | Annually             | Medium   |

|                             |   |   |         |                     |        |
|-----------------------------|---|---|---------|---------------------|--------|
| <b>Access and inclusion</b> | Work with education providers to utilise the facility for formalised school sport and physical education programs                         | <ul style="list-style-type: none"> <li>Schools are providing tennis programs within their formalised school sport and physical education</li> <li>MTC develops a school usage policy</li> </ul>                             | Ongoing | Annually in October | Medium |
|                             | Offer support to the whole community (including disability, youth, indigenous, women, ageing and cultural groups) to utilise the facility | <ul style="list-style-type: none"> <li>The MTC organises programs and coaching opportunities that are inclusive for all</li> <li>MTC to promote club activities and programs through community service providers</li> </ul> | Ongoing | Annually in October | Medium |
| <b>Co-location</b>          | Be a venue of co-location within the community  | <ul style="list-style-type: none"> <li>Explore co-location opportunities with local community groups and sporting groups</li> <li>Develop annual fees and membership options for co-location opportunities</li> </ul>       | Ongoing | Annually in August  | Medium |

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