

# REABOLD TENNIS CLUB (INC)



## Strategic Plan

**1 July 2023 to 30 June 2025**

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### **1. Introduction:**

The Reabold Tennis Club is a major sporting and community club and facility within the Town of Cambridge. In planning the Club takes take a long-term perspective. This is reflected in the facilities the Club provides, the Management, the focus on sustainable growth, the management of risk, financial sustainability, the encouragement of all players regardless of ability or age, investigating and considering various complimentary sporting, recreational, and social activities, and the maintaining of strong and effective relationships with club members and key stake holders, especially the Town of Cambridge. In doing this the Club will always be guided by its stated Vision and Purpose. These are:

#### **1.1 VISION:**

***'To be an inclusive, progressive and financially strong tennis club which promotes social and competitive play for all age groups.'***

#### **1.2 PURPOSE:**

***'To provide high quality facilities and services to encourage members and the community to participate in social and competition tennis, Padel and various other recreational and social activities.'***

### **2. Background:**

The Reabold Tennis Club was established in 1956. The Club is managed by a Board that includes an elected President, three elected Board members and three or more appointed Board members. The Club employs a Club Manager, Club tennis coaches and a professional groundsman that are appointed on a contract basis.

The Club currently has a membership of over 300. In addition, there are over 100 casual court hirers each year (many on multiple occasions) and over 400 juniors engaged in tennis coaching and competition play throughout the year. The tennis facilities enjoy extremely good all year-round usage.

The Club participates in men's, women's, and junior's league (pennant) tennis in the summer and winter.

Organised social tennis is provided for members on Saturday afternoons (mixed), Tuesday mornings (women's), Monday and Tuesday evenings (mixed), Wednesday afternoons (mixed) and Thursday mornings (mixed).

The Club has nine grass courts and eight Australian Open standard plexi-cushion courts. The plexi-cushion courts are flood lit and were resurfaced in 2019. All courts are fenced, and the plexi-cushion courts are secured using the Unlocking Tennis Technology.

The Club has a clubhouse building that includes a manager's office, Board and committee room, bar, industrial kitchen facilities, change rooms and toilets, several storerooms and a large shed used for storing larger equipment. The Club also has a stand-alone coach's office and a gazebo that are both adjacent to the plexi-cushion courts. The precinct surrounding the clubhouse and courts has sealed parking with easy access from the main road. In the RTC grounds are three Padel courts and a Padel pro shop. RTC lease the area to the owners of the Padel facilities. The facilities also have pedestrian access from Howtree Place.

### **3. Finance:**

The Club is sound financially with a total members' equity, as at 30 June 2023 of approximately \$621,717. Since 2009 the Club has secured funding of over \$700,000 to assist in the installation of significant facilities and assets - including the plexi-cushion courts, new fencing, reconstruction of the eastern banks adjacent to Howtree Place, hard court resurfacing and a major upgrade to the kitchen facilities. These major improvements will be depreciated over the coming years. Cash on hand, as at 30 June 2023 was approximately \$93,586.

#### **RESULT: FY 2022/2023:**

- Net Profit (before depreciation) : \$36,115
- Depreciation: \$31,634
- Cash (as at 30 Jun 2023): \$93,58

The Club has continued to grow its asset base and strengthen its balance sheet, and the Profit & Loss performance is good. Revenue streams have been achieved in the areas of membership, sponsorship/partnerships, bar trading, club house hire, court hire fee from coach and rent from the Padel facility. In addition, the club schedules major fundraising functions and these continue to make significant financial contributions each year.

### **4. SWOT Analysis:**

- Strengths:
  - Effective governance and management structure.
  - Sound financial position.
  - Nine grass courts and eight floodlit plexi-cushion courts.
  - Clubhouse office and Board/Committee room facilities.
  - Upgraded commercial kitchen facilities.
  - Continuous improvement and maintenance of Club facilities.
  - Strong support from Town of Cambridge, Tennis West, and Tennis Australia.
  - Strong balance sheet.
  - Club Manager.
  - Strong relationship with the highly regarded Total Tennis and its coaching group.
  - Good working relationship with Padel.
  - One of top five Clubs in pennant team participation numbers.
  - Club website, Facebook, newsletter, and social media.
  - Central location that is close to beach and shopping centre and within a high-income demographic.

- Good community engagement - Zumba, Cooking classes, Choir, facility hire, schools etc.
  - Good parking facilities.
  - Attractive precinct that is very noticeable to the public.
  - Clubhouse air conditioning.
  - Wi-Fi available to members.
  - Committed core of volunteer workers.
  - Tennis security system and plexi-cushion court booking system.
  - Improved number of very engaged and enthusiastic membership group between ages of 20 and 35 years.
  - Good social and fundraising functions.
- Weaknesses:
    - High cost to maintain grass courts and loss of grass courts during July to September.
    - Underutilisation of high-quality facilities.
    - Reluctance of some members to assist with volunteering.
    - Aged demographic of member base - most are either juniors or over 35 years.
    - Limited high division Men's and Women's league (pennant) teams on weekends.
    - Limited numbers of juniors converting to senior memberships.
    - Limited number of coaching clients converting to senior memberships.
    - Clubhouse facility is of high quality but at capacity and extension required.
- Opportunities:
    - Increase playing and social opportunities for 20 to 35 age cohort.
    - Increase venue hire to generate additional revenue - including better engagement with various community groups and businesses.
    - Highlight points of benefit to the community and members between Reabold Tennis Club and other clubs.
    - Promote casual social use of Club and facilities.
    - Develop and promote a 'family friendly and new member friendly' environment.
    - Better leveraging off Total Tennis business and influx of juniors.
    - Better engagement with Club members to improve participation in Club activities - tennis and social.
    - Considering introducing complimentary racquet sports- including pickleball.
    - Work with Town of Cambridge to extend clubhouse facilities.
- Threats:
    - Floreat, City Beach, UWA and Wembley Downs Tennis Clubs – taking members, talented players, and court hires.
    - Loss of members for various reasons.
    - Aging membership demographic.

- Other sports taking players from Reabold Tennis Club.
- Work and other pressures limiting time available to play tennis, attend the Club or continue membership.
- Loss of core volunteer group.
- Difficult economic conditions seeing people reducing discretionary spending.
- Increased costs for staff and services.

## 5. Outlook:

The Club is a showcase facility for tennis clubs in Western Australia and has implemented the following over the recent years:

- Resurfaced the eight plexi-cushion courts.
- Installed an automated court booking system and locking system to the plexi-cushion courts.
- Operating with a Club Manager.
- Increased the number of Reabold teams participating in league (pennant) tennis.
- Increased utilisation of Clubhouse facility - hire, Choir, Cooking class, Zumba etc.
- Improved financial and stock controls.
- Improved communications and increased utilisation of information systems and social media.
- Supported the installation of three Padel Tennis courts and supporting facilities at the tennis club.
- Installed new eastern banks that border Howtree Place

The Padel Tennis activities are complimenting those of the Reabold Tennis Club and significantly add to the vibrancy of the Reabold precinct. The operators are paying a monthly lease fee to Reabold Tennis Club.

Total Tennis is contracted to continue to provide coaching services to the club and community and manages the plexi-court bookings. This arrangement is working well and is due for review in June 2024.

The other key issues for the Club are:

- To grow the membership and to increase the number of juniors participating in league (pennant) and social tennis and increase the number of junior members transitioning to senior membership.
- Continue to promote and support the various social tennis options.
- Continue to grow the 20-40 year old demographic segment through promotions and evening social tennis.
- To continue to maintain the financial sustainability of the Club. This is an ongoing challenge. Innovative ways to generate revenue must always be a focus.
- Continue to improve the amenity of the club and surrounds.
- To ensure the Club meets the contemporary needs of the members and all other stakeholders.
- To introduce racquet sports that compliment tennis and utilise our tennis facilities.

## 6. Strategic Pillars:

| Pillar                | Management, Finance & Administration   | Member & Stakeholder Engagement  | Social & Pennant Tennis  | Club & Tennis Facilities   | Social & Community Activities  |
|-----------------------|--|--|--|--|--|
| Strategic Initiatives | <ul style="list-style-type: none"> <li>The Club to be financially sustainable and good financial controls are in place.</li> </ul> | <ul style="list-style-type: none"> <li>Maintain regular communications with members through various communication means available.</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain current social tennis options and increase participation where possible.</li> </ul>    | <ul style="list-style-type: none"> <li>Ensure Reabold maintains a high standard of tennis and club house facilities.</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain level of Club social and fundraising functions.</li> </ul>   |
|                       | <ul style="list-style-type: none"> <li>Develop annual budgets to realistically reflect the revenues and cost forecast.</li> </ul>  | <ul style="list-style-type: none"> <li>Increase member numbers at all levels by active promotion of the Club and its facilities.</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain various membership alternatives for social tennis players.</li> </ul>                  | <ul style="list-style-type: none"> <li>Ensure the Reabold courts, lights etc are properly maintained and any issues addressed without delay.</li> </ul>                  | <ul style="list-style-type: none"> <li>Increase outside usage and hiring of Club facilities.</li> </ul>  |
|                       | <ul style="list-style-type: none"> <li>Ensure the Club remains cash flow positive.</li> </ul>                                      | <ul style="list-style-type: none"> <li>Continue the regular publication of the Reabold Round Up.</li> </ul>  | <ul style="list-style-type: none"> <li>Increase member and grades (where possible) of Reabold pennant teams.</li> </ul>                | <ul style="list-style-type: none"> <li>Ensure 'sinking fund' is adequate to address various maintenance requirements.</li> </ul>   | <ul style="list-style-type: none"> <li>Ensure Club complies with current licensing requirements. Also, seek to increase licenced bar area.</li> </ul>                            |
|                       | <ul style="list-style-type: none"> <li>Maintain a fund to enable capital works to be undertaken.</li> </ul>                        | <ul style="list-style-type: none"> <li>Maintain regular communications and engagement with partners and sponsors and keep them updated on Reabold activities.</li> </ul>                 | <ul style="list-style-type: none"> <li>Establish social competitions and/or events that target 18 – 35 age group.</li> </ul>           | <ul style="list-style-type: none"> <li>Maintain strong and constructive relations with Town of Cambridge to ensure buildings and grounds are well maintained.</li> </ul> | <ul style="list-style-type: none"> <li>Promote activities that will encourage the participation of the 18 – 35 age group.</li> </ul>   |
|                       | <ul style="list-style-type: none"> <li>Identify and implement various revenue raising activities for the Club.</li> </ul>          | <ul style="list-style-type: none"> <li>Ensure the agreed benefits are provided to the respective partners and sponsors.</li> </ul>   | <ul style="list-style-type: none"> <li>Increase use of courts and Clubhouse by social tennis players – including on Sunday.</li> </ul> | <ul style="list-style-type: none"> <li>Establish Club facilities that are conducive to comfortable socialising and provide and appropriate ambiance.</li> </ul>          | <ul style="list-style-type: none"> <li>Promote use of Club facilities to local community and local businesses and organisations.</li> </ul>                                      |
|                       | <ul style="list-style-type: none"> <li>Reduce costs to be commensurate with revenues and thus ensure positive P&amp;L.</li> </ul>  | <ul style="list-style-type: none"> <li>Ensure all businesses and other organisations in the immediate proximity are aware of facilities and services available from the Club.</li> </ul> | <ul style="list-style-type: none"> <li>Maintain the improved interaction between league (pennant) and social players.</li> </ul>       | <ul style="list-style-type: none"> <li>Monitor the operation of Padel Tennis facilities to ensure nothing is done that compromises Reabold.</li> </ul>                   | <ul style="list-style-type: none"> <li>Encourage members to participate in Club functions and to utilise the Club facilities for private functions where appropriate.</li> </ul> |

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|---|--|---|---|--|
| <ul style="list-style-type: none"> <li>Ensure Club is up to date with the various changes in information and communication technology.</li> </ul>   | <ul style="list-style-type: none"> <li>Develop brand identity of Reabold to ensure it is well known.</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain 'Top 5' position in the number of Club league (pennant) teams.</li> </ul>   | <ul style="list-style-type: none"> <li>Ensure Padel Tennis operators comply with lease and management conditions.</li> </ul>  | <p>Ensure the club complies with the various safety, health and legislative requirements to ensure all members, participants and users are safe.</p> |
| <ul style="list-style-type: none"> <li>Develop, implement, and monitor strategic plan and strategic initiatives.</li> </ul>   | <ul style="list-style-type: none"> <li>Promote Reabold to all residents in localities adjoining the Club.</li> </ul>   | <ul style="list-style-type: none"> <li>Monitor and review the revised role for Total Tennis to organise and manage Junior pennants and to recruit players.</li> </ul> | <ul style="list-style-type: none"> <li>Ensure Total Tennis contract conditions are clearly understood, payments made on time and KPI's reviewed regularly with them.</li> </ul> |  |
| <ul style="list-style-type: none"> <li>Ensure overall structure meets contemporary needs.</li> </ul>  | <ul style="list-style-type: none"> <li>Continue to maintain and strengthen relationships with Town of Cambridge, Tennis West, and Tennis Australia.</li> </ul> | <ul style="list-style-type: none"> <li>Establish effective Junior Committee involving Club Manager &amp; Club Coach.</li> </ul>                                       | <ul style="list-style-type: none"> <li>Investigate option to include complimentary racquet sports at RTC- including pickleball.</li> </ul>                                      |  |
| <ul style="list-style-type: none"> <li>Ensure effective use of Committee Structure.</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain regular and close communications with Total Tennis.</li> </ul>   | <ul style="list-style-type: none"> <li>Improve engagement and involvement of parents of junior players and members.</li> </ul>  | <ul style="list-style-type: none"> <li>Develop long term plan for extension of clubhouse facilities</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>Maintain Club Constitution and continue to maintain appropriate Board diversity. Where necessary, refresh Board and Committee membership.</li> </ul> | <ul style="list-style-type: none"> <li>Maintain mutually supportive relationship with Padel.</li> </ul>  | <ul style="list-style-type: none"> <li>Increase number of juniors who join the Club from coaching groups.</li> </ul>  |   |  |
| <ul style="list-style-type: none"> <li>Broaden base of partner/sponsor support.</li> </ul>  |  |   |   |  |

## **7. Conclusion:**

The Strategic Plan provides a broad, but brief, framework for the Reabold Tennis Club to continue planning for its future. Whilst it is brief, it does indicate the direction the Club needs to move in to realise its '**Vision**' and to achieve its '**Purpose**'. Importantly, the Reabold Tennis Club is a community organisation, and it must continue to provide opportunities and facilities that are of the highest standard and available to all members, participants and users.

We must continue to be a vibrant and enjoyable place for tennis, Padel and various other recreational, social and community activities.