

# REABOLD TENNIS CLUB (INC)



## Strategic Plan



**1 July 2025 to 30 June 2027**

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**1. Introduction:**

The Reabold Tennis Club continues to be a major sporting and community club and facility within the Town of Cambridge. Following the challenges experienced through the COVID pandemic, the Club continues to take a long-term perspective in its ongoing planning. We must ensure that the Club remains financially sound and that we are responsive to change, the needs of our membership and the community and we are innovative, whilst always being risk adverse. We must ensure that we promote a welcoming and inclusive environment and culture and ensure our facilities are fit for purpose, properly maintain and updated when the need arises and the funds are available. We must maintain effective relationships with club members, sponsors and key stakeholders, including the Town of Cambridge. In doing this the Club will always be guided by its stated Vision, Purpose and Values. 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, tennis coaching, pickleball, Padel and various other recreational and social activities.’***

**1.3 VALUES:**

***The stated Values of the Reabold Tennis Club are:***

- **Integrity:** We must connect with others in an honest, open and transparent manner.
- **Respect:** We must respect the needs of all members and stakeholders and the club, club staff and its facilities
- **Sustainability:** We strive to ensure that the club is financially secure and that the facilities and services provided are appropriately maintained.
- **Inclusive:** The club must be accessible and welcoming to people of all abilities, backgrounds, ages, gender and cultures.
- **Innovative:** We must challenge the status quo and seek to improve and/or expand the services and facilities provided by the club.

**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.

Our property is on a long-term lease from the Town of Cambridge and the Club is an Ordinary Member of Tennis West. Currently, Tennis West categorises Reabold as a Large Club with respect to voting rights and affiliation fees.

The Club currently has a membership of approximately 250. In addition, there are over 100 casual court hirers each year (many on multiple occasions). Over 500 juniors and over 300 seniors are engaged in tennis coaching 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), Tuesday and Thursday 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 is in the process of introducing pickleball to the Club and this is expected to greatly increase participation on the precinct and provide additional revenue.

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 2024 of approximately \$634,332. Since 2009 the Club has secured funding and raised funds 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 2024 was approximately \$91,131.

One important financial arrangement between the Town of Cambridge and the Club is the way in which normal operating costs, capital and major expenditure are managed. With respect to normal operating costs, the Club fully covers these. For capital expenditure, a financial capital fund was established and is controlled by the Town of Cambridge. Financial contributions from the Town and the Club are made into the Fund at an annual rate of one third from the Club and two thirds by the Town of Cambridge. Withdrawals from the Fund are in accordance with the maintenance and renewal programs adopted by the Town in its annual budget and for emergency (unplanned) maintenance.

As at 30 June 2024, the 'capital fund' was:

- Buildings: - \$69,079
- Synthetic Courts and Lighting: \$292,966
- Carparks and Surrounds: \$72,436

- Total: \$296,323

Over the next few years, funds will be required to upgrade the lighting to LED on all the plexi-cushion courts.

**RESULT: FY 2023/2024:**

- Net Profit (before depreciation): \$24,467
- Depreciation: \$33,104
- Cash (as at 30 Jun 2024): \$91,131

The Club has continued to maintain its asset base and its balance sheet, and the Profit & Loss performance has been sound. Revenue streams have been achieved in the areas of membership, sponsorship, bar trading, venue hire, court hire fees, payments from contracted 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. However, all revenue streams have a level of risk attached and these must be well managed and alternative revenue streams secured.

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

- **Strengths:**
  - Effective governance and management structure.
  - Nine grass courts and eight floodlit plexi-cushion courts.
  - Clubhouse office and Board/Committee room facilities.
  - Upgraded commercial kitchen facilities.
  - Strong support from and working relationships with Town of Cambridge.
  - Club Manager.
  - Total Tennis and its coaching group are highly regarded coaches.
  - Strong Mid-Week ladies' group.
  - Padel facility in the Reabold precinct.
  - One of top five Clubs in mid-week pennant team participation numbers.
  - Club website, Facebook and weekly newsletter.
  - 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.
  - Small committed core of volunteer workers.
  - Tennis security system and plexi-cushion court booking system.
  - Good social and fundraising functions.
  - Welcoming and inclusive culture and environment.
  - Unrestricted liquor trading licence.
  -

- **Weaknesses:**

- 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 and fewer converting to senior memberships.
- Limited number of coaching clients converting to senior memberships.

- **Opportunities:**

- Increase playing and social opportunities for 20 to 35 age cohort.
- Introduce and promote junior social membership.
- Increase venue hire to generate additional revenue - including better engagement with various community groups and businesses.
- Implement and develop social media presence.
- Better leveraging off Total Tennis business and influx of juniors.
- Better engagement with Club members to improve participation in Club activities - tennis and social.
- Introduce pickleball if it generates financial benefit for Reabold, without seriously effecting existing facilities.
- Work with Town of Cambridge to extend clubhouse facilities.
- Increase number of Padel courts for additional revenue.
- Consider new membership categories to accommodate other potential users.
- Identify and review needs of members, hirers, sponsors and other Reabold stakeholders.

- **Threats:**

- Floreat, City Beach, UWA and Wembley Downs Tennis Clubs – taking members, talented players, and court hires.
- Current financial position and balance sheet are sound, but forecasts are a concern.
- Loss of members for various reasons, including preference by many to hire courts rather than join a club.
- 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.
- Condition of back bay of grass courts and cost to maintain grass courts.

- Major construction adjacent to the clubrooms that could impact on natural light and result in greater parking needs.
- Construction of twin towers at the Floreat Forum that could shade courts and increase parking.

## 5. Outlook:

The Club has excellent facilities and management and this includes:

- 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 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. This arrangement is working well and is due for review in June 2028.

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.
- To introduce pickleball to the Club.
- Assume control and responsibility for the plexi-court bookings and the booking system.
- Grow the 20–40-year-old demographic within the Club.
- 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 upgrade the lighting to LED on the plexi-cushion courts.
- To strongly oppose the potential development of twin towers at the Floreat Forum and major construction on the land adjacent to the clubrooms.
- To maintain strong working relationships with key stakeholders, including the Town of Cambridge.

## 6. Strategic Pillars:

| Pillar                | Management, Finance & Administration                                                                                                              | Member & Stakeholder Engagement                                                                                                                                                          | Social & Pennant Tennis (& other racquet sports)                                                                                                                                      | 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 and shareholders 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 and develop various membership alternatives for social and pennant tennis.</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>Provide continuous development of sponsorship packages and benefits.</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Increase number and grades (where possible) of Reabold league (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.</li> </ul>                                                                                     |
|                       | <ul style="list-style-type: none"> <li>Identify alternative revenue streams.</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>Introduce pickleball and a UTR competition to Reabold</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>Ensure Club is up to date with the various changes in information and communication technology.</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>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>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>Develop, implement, and monitor strategic plan and strategic initiatives.</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>Establish effective Committee to develop junior and Under 30 participations at Reabold. To involve Board, Club Manager, Club Coach.</li> </ul> | <ul style="list-style-type: none"> <li>Monitor the operation of Padel Perth and Total Tennis to ensure nothing is done that compromises Reabold.</li> </ul>              | <ul style="list-style-type: none"> <li>Ensure the club complies with the various safety, health and legislative requirements to ensure all members, participants and users are safe.</li> </ul> |

|  |                                                                                                                                                                                             |                                                                                                                                                                |                                                                                                                                |                                                                                                                                                                                 |  |
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|  | <ul style="list-style-type: none"> <li>Ensure overall structure meets contemporary needs.</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>Improve engagement and involvement of parents of junior players and members.</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 effective use of Committee Structure.</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>Increase number of juniors who join the Club from coaching groups.</li> </ul>           | <ul style="list-style-type: none"> <li>Closely monitor and review the management and maintenance of the grass courts- particularly the back bays.</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 regular and close communications with Total Tennis.</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></li> </ul>                                                                                                                                          | <ul style="list-style-type: none"> <li>Maintain mutually supportive relationship with Padel.</li> </ul>                                                        | <ul style="list-style-type: none"> <li></li> </ul>                                                                             | <ul style="list-style-type: none"> <li>Strongly oppose twin towers at Floreat Forum and major construction on land adjacent to clubrooms.</li> </ul>                            |  |

## 7. Conclusion:

The Reabold Tennis Club is entering a challenging period with so many alternative activities and sports available. The Strategic Plan provides a broad, but brief, framework for the Reabold Tennis Club to continue planning for its future. Importantly, we must not lose sight of the Club's **'Vision', 'Purpose' and 'Values'**. Reabold Tennis Club is a community sporting Club that must always seek to provide the best possible services and facilities to its members, stakeholders and the community.

This plan helps provide a framework for the Club to deliver on its **'Vision', 'Purpose' and 'Values'**. However, we must always be flexible enough to take opportunities or address issues as they arise.