



SEACLIFF TENNIS CLUB – STRATEGIC PLAN APRIL 2022- APRIL 2024

*This Strategic Plan has been developed incorporating the input of key stakeholders of the Club and the Management Committee.

- **Club Name : SEACLIFF TENNIS CLUB**
- **Incorporation number : ABN 76 482 586 529**
- **Vision** (Our ideal long-term future) :
To be the Club of Choice in our Community
- **Mission** (Our purpose and reason for our existence) :
To provide and promote participation in Tennis at all levels
 - operate professionally
 - offer a safe and welcoming approach to anyone who wants to participate
 - have available a pathway for those who desire development
- **Stakeholders** (All parties that have an interest in our development) :
We value our stakeholders and consider them when we work towards finalizing and implementing our plan.
 - Existing members, future members & past members,
 - sponsors,
 - Holdfast Bay Council,
 - community,
 - Seacliff Sports Club,
 - Tennis SA & Tennis Australia,
 - Glenelg Districts Tennis Association & Glenelg Western Tennis Competition,
 - Seacliff Uniting Netball Club
 - other teams & visitors,
 - Club Coaches,
 - parents & families,
 - committee/office holders,
 - local schools,

- patrons,
- outside hirers
- **Core Values:** (Reflect evidence of what is meaningful and important in our club in the way we operate) :
 - Enjoyable atmosphere,
 - good sportsmanship,
 - safe & welcome environment,
 - success,
 - respect & integrity,
 - have a go & do your best,
 - developing life skills for our youth,
 - inclusiveness
 - strive for excellence

'Pillars' Areas of focus upon which club goals/objectives and strategies are based:

1	2	3	4	5	6
Membership & Marketing	Administration	Finance & Sponsorship	Social & Community	Tennis Participation	Junior Development

PILLAR: MEMBERSHIP & MARKETING

Goal	Strategies	Key performance indicators (outcomes when goal/s achieved)	Responsibility - Who will lead?	Time Frame	Resources (financial and other ways)
<ul style="list-style-type: none"> • Increase the club's visibility within the community. 	<ul style="list-style-type: none"> • Link to other community organisations (such as winter sporting clubs, schools, social clubs) 	<ul style="list-style-type: none"> • Dept for Education (SAPSASA carnival) • Seaview High School are a regular user of the courts • Seacliff Uniting Netball Club has a licence to use 2 courts as netball • JDS Tournaments • 2 community courts • Function Centre (Hiring) 	Management Committee	<ul style="list-style-type: none"> • Ongoing 	

<ul style="list-style-type: none"> Social media to promote the club 	Maintain <ul style="list-style-type: none"> Facebook Google Instagram Web site 	<ul style="list-style-type: none"> Facebook Instagram Website 	Secretary	<ul style="list-style-type: none"> Ongoing 	
<ul style="list-style-type: none"> Maintain viability of Senior State League teams 	<ul style="list-style-type: none"> Maintain Team shirt sponsor 	<ul style="list-style-type: none"> Raises profile of the tennis club and creates pathways 	Management Committee	<ul style="list-style-type: none"> Annually 	
<ul style="list-style-type: none"> Club Merchandise 	<ul style="list-style-type: none"> Review items to be sold 	<ul style="list-style-type: none"> Club shirts, cap, hoodies & beanies available via website 	Management Committee	<ul style="list-style-type: none"> Annually 	

PILLAR: ADMINISTRATION

Goal	Strategies	Key Performance Indicators (outcomes when goal/s achieved)	Responsibility - Who will lead?	Time Frame	Resources needed (financial and other ways)
<ul style="list-style-type: none"> Create and implement a succession plan for the Management Committee 	<ul style="list-style-type: none"> Identify positions for succession planning. Maintain role descriptions 	<ul style="list-style-type: none"> All management committee positions Completed for President, Vice President, Secretary, Assistant Secretary, Treasurer, Club Captain, Junior Co-ordinator, Social 	Management Committee Job role holders	<ul style="list-style-type: none"> Annually Annually 	

<ul style="list-style-type: none"> • Setup Sub-committees • Having the best available Head Coach • Representative on Seacliff Sports 	<ul style="list-style-type: none"> • Organize the mentoring of assistant positions and identify special projects suited to sub-committees • Review current coach or explore options • Identify candidates 	/Night Tennis Co-ordinator, Sponsorship Co-ordinator, Social Co-ordinator <ul style="list-style-type: none"> • Sub committees as required. • Improving and developing members/players. • Someone selected to represent STC 	Job role holders Management Committee To be decided by current committee	<ul style="list-style-type: none"> • Annually • Annually • Annually 	
---	--	--	--	--	--

PILLAR: FINANCE & SPONSORSHIP

Goal	Strategies	Key Performance Indicators (outcomes when goal/s achieved)	Responsibility - Who will lead?	Time Frame	Resources needed (financial and other ways)
<ul style="list-style-type: none"> • Ensure the financial security & 	<ul style="list-style-type: none"> • Aim for a surplus every year 	<ul style="list-style-type: none"> • In budget to create surplus 	Treasurer / Finance sub-committee	<ul style="list-style-type: none"> • Annually 	

<p>stability of the Club</p>	<ul style="list-style-type: none"> • Maintain strong financial management • Seek alternative funding if/when required e.g. grants, council 	<ul style="list-style-type: none"> • Regular financial reports, annual report and annual audit • Sound financial management 			
<ul style="list-style-type: none"> • Continue Sponsorship 	<ul style="list-style-type: none"> • Update Sponsorship packages for attracting sponsors. • Maintain existing sponsors for the long term 	<ul style="list-style-type: none"> • Additional income for the Club 	Committee / sub-committee (if required)	<ul style="list-style-type: none"> • Annually 	
<ul style="list-style-type: none"> • Provide affordable and competitive membership fees 	<ul style="list-style-type: none"> • Keep an eye on other club's fees 	<ul style="list-style-type: none"> • Fee categories and discount fees 	Treasurer / Finance sub-committee	<ul style="list-style-type: none"> • Annually 	

PILLAR: SOCIAL & COMMUNITY

Goal	Strategies	Key Performance Indicators (outcomes when goal/s achieved)	Responsibility - Who will lead?	Time Frame	Resources needed (financial and other ways)
<ul style="list-style-type: none"> Create family friendly social events 	<ul style="list-style-type: none"> Continue using Trybooking.com for large events Develop on 'non-structured' social opportunities e.g. after match Survey members about what events they'd like 	<ul style="list-style-type: none"> Successful social events After Tennis Social events every 1- 2 months during summer. 	Social Co-ordinator & Social sub-committee	<ul style="list-style-type: none"> Annually As required As required 	<ul style="list-style-type: none"> Promote on Facebook & Instagram
<ul style="list-style-type: none"> More interaction with members via the Members private Facebook Group 	<ul style="list-style-type: none"> Include upcoming events, results, upcoming milestones 	<ul style="list-style-type: none"> Engaged members that are kept informed more regularly 	Management committee or a subcommittee	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Facebook Facebook Private Group
<ul style="list-style-type: none"> Provide community access to courts 	<ul style="list-style-type: none"> Helping people to be physically & mentally healthy 	<ul style="list-style-type: none"> Two courts unlocked & available to the community during daylight hours. 	Management Committee	<ul style="list-style-type: none"> Annually 	

<ul style="list-style-type: none"> • Provide opportunities to participate in tennis • Recognise volunteers that have made a reasonable contribution to the club 	<ul style="list-style-type: none"> • Open Days • Thursday Night Practice • Management Committee to identify suitable recipients 	<ul style="list-style-type: none"> • Increase in new member numbers • Consistent commitment throughout the current season 	<p>Management Committee</p> <p>Management Committee</p>	<ul style="list-style-type: none"> • Annually • 6 monthly 	
---	--	---	---	---	--

PILLAR: TENNIS PARTICIPATION

Goal	Strategies	Key Performance Indicators (outcomes when goal/s achieved)	Responsibility - Who will lead?	Time Frame	Resources needed (financial and other ways)
<ul style="list-style-type: none"> • Summer Night Tennis • Social tennis 	<ul style="list-style-type: none"> • Pay Night Tennis Co-ordinator to run night tennis. • Explore viable opportunities that may arise 	<ul style="list-style-type: none"> • Wednesday Night Doubles • Social Tennis 	<p>Management Committee</p> <p>Management Committee</p>	<ul style="list-style-type: none"> • Ongoing • Ongoing 	

PILLAR: JUNIOR DEVELOPMENT

Goal	Strategies	Key Performance Indicators (outcomes when goal/s achieved)	Responsibility - Who will lead?	Time Frame	Resources needed (financial and other ways)
<ul style="list-style-type: none"> Create a "fun" environment for Junior tennis. Maintain momentum to improve Junior Development Strategy Develop an environment for mentoring Juniors 	<ul style="list-style-type: none"> Plan junior activities Continue with Junior State League Boys & Girls teams Review Junior Action Plan Maintain a program for Seniors to mentor Juniors Encourage Juniors to join Seniors practice night 	<ul style="list-style-type: none"> Juniors get to know each other better Progressive competition pathway for Juniors Junior Action Plan is suitably funded Adult/Junior Tournament Selected appearances of Juniors at Seniors practice night. Juniors will be invited to participate. 	<ul style="list-style-type: none"> Junior Co-ordinator & Junior sub-committee & Junior Club Captains Management Committee Management Committee Junior Co-ordinator & Club Captain Club Captain/Junior Co-ordinator 	<ul style="list-style-type: none"> Ongoing Annually Annually 	