



## SEACLIFF TENNIS CLUB – STRATEGIC PLAN APRIL 2024 - APRIL 2026

\*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 pathways 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
  - Seacliff Hockey Club
  - State & Federal Members of Parliament
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- **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
<b>Membership &amp; Marketing</b>	<b>Administration</b>	<b>Finance &amp; Sponsorship</b>	<b>Social &amp; Community</b>	<b>Tennis Participation</b>	<b>Junior Development</b>

**PILLAR: MEMBERSHIP & MARKETING**

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

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

**PILLAR: ADMINISTRATION**

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

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

<b>Goal</b>	<b>Strategies</b>	<b>Key Performance Indicators</b> (outcomes when goal/s achieved)	<b>Responsibility - Who will lead?</b>	<b>Time Frame</b>	<b>Resources needed</b> (financial and other ways)
<ul style="list-style-type: none"> <li>• Ensure the financial security &amp; stability of the Club</li> </ul>	<ul style="list-style-type: none"> <li>• Aim for a breakeven to a small surplus every year</li> <li>• Maintain strong financial management</li> <li>• Seek alternative funding if/when required e.g. grants, council</li> </ul>	<ul style="list-style-type: none"> <li>• In budget to create surplus</li> <li>• Regular financial reports, annual report and annual audit</li> <li>• Sound financial management</li> </ul>	Treasurer / Finance sub-committee	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	
<ul style="list-style-type: none"> <li>• Continue Sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>• Update Sponsorship packages for attracting sponsors.</li> <li>• Maintain existing sponsors for the long term</li> </ul>	<ul style="list-style-type: none"> <li>• Additional income for the Club</li> </ul>	Committee / sub-committee (if required)	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	
<ul style="list-style-type: none"> <li>• Provide affordable and competitive membership fees</li> </ul>	<ul style="list-style-type: none"> <li>• Keep an eye on other club's fees</li> </ul>	<ul style="list-style-type: none"> <li>• Fee categories and discount fees</li> </ul>	Treasurer / Finance sub-committee	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	

## 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"> <li>• Create family friendly social events</li> </ul>	<ul style="list-style-type: none"> <li>• Continue using Trybooking.com for large events</li> <li>• Develop on 'non-structured' social opportunities e.g. after match</li> <li>• Survey members about what events they'd like</li> </ul>	<ul style="list-style-type: none"> <li>• Successful social events</li> <li>• After Tennis Social events every 1- 2 months during summer.</li> <li>• Monthly social meals</li> </ul>	Social Co-ordinator & Social sub-committee	<ul style="list-style-type: none"> <li>• Annually</li> <li>• As required</li> <li>• As required</li> </ul>	<ul style="list-style-type: none"> <li>• Promote on Facebook &amp; Instagram</li> </ul>
<ul style="list-style-type: none"> <li>• More interaction with members via the Members private Facebook Group</li> </ul>	<ul style="list-style-type: none"> <li>• Include upcoming events, results, upcoming milestones</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged members that are kept informed more regularly</li> </ul>	Management committee or a subcommittee	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Facebook Private Group</li> </ul>
<ul style="list-style-type: none"> <li>• Provide community access to courts</li> </ul>	<ul style="list-style-type: none"> <li>• Helping people to be physically &amp; mentally healthy</li> </ul>	<ul style="list-style-type: none"> <li>• Two courts unlocked &amp; available to the community during daylight hours.</li> </ul>	Management Committee	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	

<ul style="list-style-type: none"> <li>Recognise volunteers that have made a reasonable contribution to the club</li> </ul>	<ul style="list-style-type: none"> <li>Management Committee to identify suitable recipients</li> </ul>	<ul style="list-style-type: none"> <li>Consistent commitment throughout the current season</li> </ul>	Management Committee	<ul style="list-style-type: none"> <li>6 monthly</li> </ul>	
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**PILLAR: TENNIS PARTICIPATION**

<b>Goal</b>	<b>Strategies</b>	<b>Key Performance Indicators</b> (outcomes when goal/s achieved)	<b>Responsibility - Who will lead?</b>	<b>Time Frame</b>	<b>Resources needed</b> (financial and other ways)
<ul style="list-style-type: none"> <li>Provide opportunities to participate in tennis</li> </ul>	<ul style="list-style-type: none"> <li>Open Days</li> <li>Thursday Night Practice</li> <li>Junior Practice</li> <li>Cardio Tennis</li> <li>Adult Group Coaching</li> </ul>	<ul style="list-style-type: none"> <li>Increase in new member numbers</li> <li>Inclusive of culturally diverse and disadvantaged participants</li> </ul>	Management Committee	<ul style="list-style-type: none"> <li>Annually</li> </ul>	
<ul style="list-style-type: none"> <li>Social tennis</li> </ul>	<ul style="list-style-type: none"> <li>Pay Social/Night Tennis Co-ordinator to run night tennis.</li> <li>Explore viable opportunities that may arise</li> </ul>	<ul style="list-style-type: none"> <li>Wednesday Night Doubles</li> <li>Social Tennis</li> </ul>	Management Committee	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	



## 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"> <li>• Create a "fun" environment for Junior tennis.</li> <li>• Maintain momentum to improve Junior Development Strategy</li> <li>• Develop an environment for mentoring Juniors</li> </ul>	<ul style="list-style-type: none"> <li>• Plan junior activities</li> <li>• Continue with Junior State League Boys &amp; Girls teams</li> <li>• Maintain a program for Seniors to mentor Juniors</li> <li>• Junior training program</li> <li>• Encourage Juniors to join Seniors practice night</li> </ul>	<ul style="list-style-type: none"> <li>• Juniors get to know each other better</li> <li>• Progressive competition pathway for Juniors</li> <li>• Adult/Junior Tournament</li> <li>• Participation &amp; Development</li> <li>• Selected appearances of Juniors at Seniors practice night. Juniors will be invited to participate.</li> </ul>	<ul style="list-style-type: none"> <li>Junior Co-ordinator &amp; Junior sub-committee &amp; Junior Club Captains</li> <li>Management Committee</li> <li>Junior Co-ordinator &amp; Club Captain</li> <li>Club Captain/Junior Co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annually</li> <li>• Annually</li> </ul>	