



# ***BUSINESS & DEVELOPMENT PLAN***

*For*

## ***Gladstone District Tennis Association 2014/2019***

***Prepared for: Gladstone District Tennis Association Inc.***

***By: Kevin Davis***

***Financial Period: 30<sup>th</sup> June to 30<sup>th</sup> June  
2019***

***Preparation Date: 24/02/2014***

***COMMERCIAL AND IN CONFIDENCE***

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## THE ROLE OF THE BUSINESS PLAN

As part of its management responsibilities for the Gladstone District Tennis Association, the committee prepares or updates a **BUSINESS & DEVELOPMENT PLAN** to guide the management and operations of the Association and its activities. The committee/ association/ business should develop and sign-off on the plan to confirm the proposed direction for the ensuing twelve months and beyond. It is important to review the plan on a regular basis so the plan is an effective tool. The plan should be reviewed, updated and adopted on an annual basis.

The Business Plan should be the key guiding tool of the clubs plan for the growth of Tennis and Squash within the nominated period and act as the reference point for all decisions made.

In summary the plan addresses the following management and business elements

### Research

- A brief overview of the demographic profile of the area so that current and proposed programs and services are aligned and linked to the needs of the area.
- An overview of the tennis related competitors within the region.

### Programs and Services

- The current and planned services and programs that the Association provides to its members and to the wider community. This includes an understanding of the current and projected number of visits within each program offered, so that performance can be measured. Projections should include goals, targets and responsibilities to support the planned growth.

### Organisational Resources

- The current and proposed organisation structure of the club/association/ business including responsibilities of all committee members/office bearers, coach/es and professional staff. This is to include goals, targets and actions to support the designated responsibilities for the programs and services to be offered.

### Financial Resources

- A financial forecast that provides a breakdown of all income and expense categories. Forecasts should include cash flow projections and provisions for capital or refurbishment works. The forecast should preferably be for a minimum of a 3-year period.

### Capital works and Asset Improvements

- Plans and/or details and estimated costs of any proposed maintenance or capital works proposed for the facility in at least a three year period. This should be included and reconciled in financial forecasts. This is to include goals, targets and actions to support the designated responsibilities for carrying out the works.
- An executive summary that provides a succinct narration and addresses the above criteria.

The following Business Plan is a key tool in the total management of the service that will enable the Association to realise the full potential of the asset and grow the games of tennis and squash.

**ACKNOWLEDGMENT**

The Annual Business & Development Plan for Gladstone District Tennis Association for the period 1<sup>st</sup> July 2014 to 30<sup>th</sup> June 2019 is approved by the Committee of the Gladstone District Tennis Association.

The 2014 - 2019 Business Plan was developed knowing the market conditions and the available financial and human resources to realise the goals contained within.

Subject to variations caused by factors which are beyond the control of the Association, a commitment is undertaken to achieve and strive towards exceeding the requirements of the plan.

It is hereby acknowledged that this business plan was adopted on the {insert date}.

***{signature}*** \_\_\_\_\_

***{name}*** \_\_\_\_\_  
President

\_\_\_\_\_  
Date

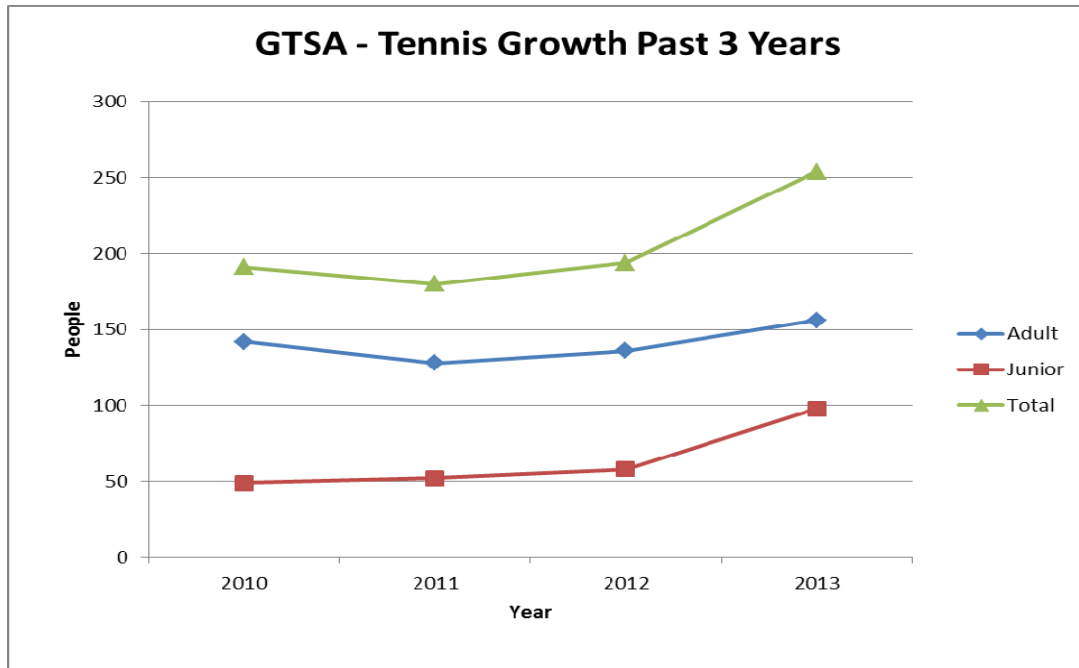
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## EXECUTIVE SUMMARY

Gladstone District Tennis association Inc. is an affiliate of Tennis Queensland and Tennis Australia providing Tennis & Squash for beginners through to advanced level players both social and competitive. Since the beginning of the 2011 the Club has experienced a 25% increase in overall participation of Tennis.



The Squash facility only commenced operation half way through 2012 so the growth in numbers is a little harder to quantify, however in 2013 there were 105 registered Players affiliated with Queensland Squash. The current membership levels for 2014 look promising with a 25% increase in junior participation of Squash alone.

Gladstone District Tennis Association Inc. has a Management agreement with a Club Professional. It is the Club's Professionals responsibility for Management of all coaching programs, fixtures, court hire, some social activities, tournaments, and day to day running of the facility. It is the executive committee's responsibility to oversee the facility, and work with the Club Professional to deliver the Vision and Mission of Gladstone District Tennis Association Inc.

Current programs offered by Gladstone District Tennis Association Inc. as delivered by the Club Professional include; Tennis Australia Hot Shots, Tennis In-Schools, High School Sport, Hot Shots Mini Comp, Development Squads, Adult Group Lessons, Junior and Senior Fixtures, Club Tournaments, Regional Tournaments, Open and National Tournaments, Senior and Junior TAS Tennis, SECA Sport and the very recent Cardio Tennis Program.

The Squash Coaching has also been formalised and enhanced in 2014 with a designated professional Squash coach, and the SUPERSQUASH Junior Squash Coaching program being rolled out.

Our current focus and aim is to develop Gladstone District Tennis Association Inc. at a local, state, and national level. We are currently working with Tennis Queensland, Queensland squash and local government in order to upgrade the facility and maintain Regional Facility Status allowing us to host Pro Circuit events which will attract an international audience to the area.

Gladstone District Tennis Association Inc. is the only tennis and squash provider in the Gladstone City area who provides all Tennis Australia's player pathway programs; is the only tennis coaching provider with a Club Professional and Junior Development Coaches.

Our aim is to be recognised as the "Premier Tennis and Squash Facility" in Central Queensland. We have always been a Club for families and will continue to foster a safe and secure environment to nurture player development.

## ORGANISATION DETAILS

### **Mission Statement:**

*To provide high quality sporting facilities for tennis and squash participation and skill development, whilst fostering a family-friendly social environment.*

### **Full Legal Name:**

Gladstone District Tennis Association Inc.

### **Incorporation Details:**

Incorporation Number: 8455  
Incorporation Date: 12/04/1991

### **Postal Address:**

PO Box 666  
Gladstone DC QLD 4680

### **Street Address:**

Glenlyon Street  
Gladstone QLD 4680

### **Tenure:**

The grounds are on lease from the Gladstone City Council until 2043.

### **Local Government Authority:**

Gladstone Regional Council

### **Accountable Officer:**

Name: Kevin Davis  
Portfolio: President  
Contact: Phone: 0427 738890  
Email: [ksdavis@bigpond.net.au](mailto:ksdavis@bigpond.net.au)



## 2014 Management Committee:

Portfolio	Name	Contact	Email
President	Kevin Davis	0427 738890	<a href="mailto:ksdavis@bigpond.net.au">ksdavis@bigpond.net.au</a>
Vice President	Andrew Bauer	0448 446436	<a href="mailto:Andrew.Bauer@boq.com.au">Andrew.Bauer@boq.com.au</a>
Secretary	Mary McAullay	0400 712540	<a href="mailto:mary@cqdrillingandsawing.com.au">mary@cqdrillingandsawing.com.au</a>
Treasurer & Seniors Representative	Ann Leinster	0411 635806	<a href="mailto:leinsters@gmail.com">leinsters@gmail.com</a>
Committee Member Grading & Fixtures	Scott Ferrier	0407 166761	<a href="mailto:sferrier@nrggos.com.au">sferrier@nrggos.com.au</a>
Committee Member Juniors Rep.	Graeme Cooke	0417 723127	<a href="mailto:jagcooke1@bigpond.com">jagcooke1@bigpond.com</a>
Committee Member	Adam Turner	0417 621 932	<a href="mailto:Adam.Turner@bg-group.com">Adam.Turner@bg-group.com</a>
Committee Member	Zac Smith	0437 086232	<a href="mailto:SmithZ@gpcl.com.au">SmithZ@gpcl.com.au</a>
Committee Member	Darren Logan	0414 942 508	<a href="mailto:darrenlogan@bigpond.com">darrenlogan@bigpond.com</a>
Facility Manager	Rob McBean	4972 2772	<a href="mailto:gdt@internode.on.net">gdt@internode.on.net</a>

## ABN and GST Registration Details:

**ABN:** 76 025 261 992

Gladstone District Tennis Association Inc. was registered for GST, effective 01/07/2000.

## Affiliations:

**Tennis Queensland**

**Tennis Australia**

**Queensland Squash**

## Bank Account Details

**Account Name:** Gladstone District Tennis Association Inc.

**BSB Number:** 124-073

**Account Number:** 20843219

**Bank:** Bank Of Queensland

## Organisational Objectives

The objects for which Gladstone District Tennis Association Inc. (here in after referred to as the "Association"), was established are:

- a) As the custodians of this community asset, strive to manage, operate and maintain this facility in the best interests of the community and to ensure the long term sustainability of this centre and the Gladstone District Tennis Association Inc.
- b) To actively promote the sport of tennis and squash in Gladstone and the surrounding district
- c) To increase the number of persons participating in the sports of tennis and squash at all levels of the game
- d) The arrangement and coordination of internal, district and inter-club matches, tournaments and competitions.
- e) To afford its members all the usual privileges, advantages and convenience of a traditional tennis and/or squash club
- f) To borrow money from time to time as may be required for the purpose of the association.
- g) To purchase, take on lease, hire or otherwise acquire any moveable or immovable property or any rights or privileges necessary or convenient for the purpose of the association.
- h) To construct, alter or keep in repair any moveable and immovable property required or used by or for the association.
- i) To sell, improve, manage, develop, lease, mortgage, dispose of or otherwise deal with all or any part of the assets and property of the association.
- j) Generally to do all such other acts as are incidental or conducive to the advancement of tennis and squash
- k) To ensure that the Association and its Management Committee adhere to the provisions of their established constitution at all times
- l) To ensure that the association and its Management Committee are protected from legal action arising from any authorised events involved with tennis and/or squash club activities
- m) To affiliate with Tennis Queensland or any other State or National body of similar nature formed for the purpose of promoting the game of tennis or squash.

## Membership Details:

Current membership details for Gladstone District Tennis Association Inc. are based on 2013 shown as actual figures in brackets below, and estimated for 2014 as follows:-

Membership Category	Number of Members
General Club Membership only (social)	52 (7)
Tennis QLD Financial	200 (254)
QSquash Financial	115 (105)
Tennis Qld & QSquash Financial	10 (n/a)
<b>TOTAL (Approx.)</b>	<b>377 (366)</b>

### Note:

- *Not all 2014 memberships are finalised at the date of this document being drafted.*
- *The membership structure in 2014 has been redefined to actually allow a better benefit to social club membership with discounted court hire*
- *This figure is for fully financial members only, and does not include those who take part in coaching programs who are not currently required to be financial members of the Club, Tennis Queensland, or QSquash.*

## **2.0 Background and Introduction**

Effective planning is integral to the successful operation of any organisation, whether it is a sporting or community group, government department or business. Gladstone District Tennis Association Inc identified a need to prepare a Development Plan to provide a basis for the operation of the organisation for the next five years.

The process of formulating this plan involved a planning workshop held on 24<sup>th</sup> February 2014, as well as additional consultation and liaison with stakeholders and relevant research. The workshop was attended by the President, Secretary, Treasurer, and committee members consisting of Scott Ferrier, Ann Leinster, and Adam Turner, and was facilitated by Mr Ken Hick, the current Tennis Queensland Project Manager.

This project involved the following activities:

**Preliminary and ongoing consultation with stakeholders**

**Analysis of the history and current situation of the club**

**A planning workshop**

**Preparation of a draft Development Plan for comment and further input**

**Amendments to the draft plan and preparation of the final Development Plan for adoption by Gladstone District Tennis Association Inc.**

In determining the need for this project, Gladstone District Tennis Association Inc. identified the following issues:

**Promoting and assisting player development**

**Setting realistic and achievable goals in consultation with customers**

**Determining the proposed vision and future direction for the club and strategies for achieving that vision**

**Opportunities to increase participation and membership**

**Identifying the training and education needs of members and volunteers and implementing strategies for meeting those needs**

**Risk management and the provision of a safe sporting environment for participants, spectators and visitors**

**Volunteering and volunteer management**

**Improving internal and external communication, including marketing and promotion**

These activities and needs identified in Gladstone were reviewed in conjunction with the previous 2007 – 2012 Gladstone District Tennis Association Inc. business plan.

The following additional activities have been added to the aforementioned 2007 list:

**Liaise with Gladstone Regional Council**

**Liaise with Tennis Queensland**

The following additional needs have been added to the aforementioned 2007 list:

**Opportunities to increase Sponsorship**

## **2.1 Structure**

This Development Plan analyses three important areas of the club's development:

### **Current Situation**

**An analysis of the organisation's current situation, including:**

- **Core businesses**
- **Customer analysis**
- **Competitor analysis**
- **Administration structure**
- **Financial situation**
- **SWOT analysis (strengths, weaknesses, opportunities and threats)**

### **Mission Statement**

### **Proposed Future Direction**

### **Vision Statement**

### **Club Improvement Areas**

### **Strategic Activities**

The Strategic Activities includes the specific projects and day-to-day activities to be undertaken by Gladstone District Tennis Association Inc. to achieve its objectives. The Strategic Activities notes the portfolio to which projects will be assigned, estimated costs and projected timeframes.

## **2.2 Implementation**

The implementation of this Development Plan should involve an annual review of the objectives and projects set out in the Strategic Activities. This review should be performed at an annual planning workshop.

This plan should be tabled regularly at Management Committee meetings to ensure that it is being implemented. The responsibility of ensuring that the plan is tabled regularly and that it is being appropriately implemented should rest with the Vice President. It is vital that all responsibilities are met and that refinements are made to the Strategic Activities as necessary.

Being a five-year Development Plan, a further full update will be required before July 2019.

## **3.0 History**

Gladstone District Tennis Association Inc. was founded in 1907 as the Gladstone Tennis Club. GDTA became incorporated in 1991. The grounds are on lease from the Gladstone City Council until 2043.

The club operates from Glenlyon street in Gladstone, and has a total of 18 international tennis courts, (16 hard court, 2 synthetic grass), and 5 squash courts. These are available for hire and use by members and social participants from the public although only 16 of the Tennis Courts are lit and able to be used at night. The club is dedicated to providing high quality participation facilities, and has implemented numerous facilities developments over recent years. .

The club prides itself on its focus on accommodating all ages to participate in tennis and squash. With a significant level of casual Tennis and Squash court hire, the club caters for up to 400 people each week, making it one of the busiest tennis centres in Central Queensland.

Gladstone District Tennis Association Inc. hosts five major tournaments each year, with a combined total participation of above 600. These tournaments are:

**Gladstone Open Tennis**

**Gladstone Seniors Tennis**

**Gladstone Junior Tennis**

**Gladstone Open Squash**

**Gladstone Junior Squash**

#### **4.0 Core Businesses**

The core businesses of Gladstone District Tennis Association Inc. are the main services or products provided to customers or members. It is important for the club to identify these areas of core business to determine where it should devote most of its efforts.

The core businesses of Gladstone District Tennis Association Inc. are to:

***Administer and promote tennis and squash in the local community***

***Promote the organisation in the local community***

***Provide high quality sporting facilities for participation in tennis and squash***

***Develop players through high quality coaching***

***Provide a family-oriented sporting organisation***

***Carry out regular social activities***

***Encourage and provide for progression of junior players into adult tennis and squash.***

***Provide a quality Club House and Hall, suitable as a venue for members to use for training and club functions, and also to generate income for the association when hired for training activities, or functions by other private, business, community and sporting groups.***



## 5.0 Customer Analysis

Customers are the groups or individuals that have either a role to play or an interest in the club.

The club's internal and external customers are:

Internal customers	External customers
<b>Social players</b>	<b>Local community</b>
<b>Members</b>	<b>Local schools</b>
<b>Families of social players and members</b>	<b>Visiting players/tournament competitors</b>
<b>Volunteers</b>	<b>Spectators</b>
<b>Coaching – Junior and Senior</b>	<b>Gladstone City Council</b>
	<b>Sport, &amp; Recreation Qld</b>
	<b>Other local tennis centres</b>

Our main market is the community of Gladstone. Governments at a Federal, State, and Local level are providing funding and information to the general Community to promote health and fitness, and a growing awareness of a balanced lifestyle, not only in terms of health and fitness, but also of a Work / family / leisure balance. Sporting clubs such as the GDTA face the potential for strong growth.

Membership covers all ages, and it is the aim to have a significant increase in membership by 30 June 2017, thereby increasing its membership to 400. Because of the nature of the town with its transient community, long term membership is difficult. To enable this increase in membership it needs to be on a continuous membership drive.

## 6.0 Competitor Analysis

The club has identified the following competitors:

***Other local sporting organisations - Including cricket, all football codes, netball, baseball***

***Other local tennis organisations (Tannum Sands)***

***Recreational activities other than sport***

## **7.0 Situation Analysis**

### **7.1 Administration Structure**

Gladstone District Tennis Association Inc. is governed by a volunteer Management Committee. The club relies heavily upon their appointed coaching provider / centre manager as well as volunteers to carry out all day-to-day operations.

Management Committee positions within the club comprise the following positions:

- **President**
- **Vice President**
- **Secretary**
- **Treasurer**
- **Committee Members**
- **Coaching Provider/Centre Manager (Club Professional) – Ex Officio**

The Club Professional (Coaching Provider/Centre Manager) holds an Ex Officio position on the Management Committee. It is stipulated in the service level agreement that the Club Professional shall be present at all meetings, answerable to the Management Committee in an advisory capacity, even though the position doesn't currently hold the right to vote on any Club issue.

## 7.2 Financial Situation

The Audited Financial Report for Gladstone District Tennis Association Inc. for the year ended 30 June 2013 indicated a Net Deficit for the 2012-13 financial year.

This was mainly due to the finalisation of debts, and loan re-payments for the money owed to council and other parties for the Squash complex construction, along with some bad debts incurred during 2012.

The following table summarises the anticipated financial position of Gladstone District Tennis Association Inc., for the full year ending 31<sup>st</sup> Dec 2014 based on our current budgets and forecasts.

<b>2014</b>	Total Income	\$90 344
	Total Expenses	\$63 241
	<b>Net Surplus for Year</b>	<b>\$27 103</b>
	Net Cash Assets (Sinking Fund)	\$20 000

Note: The Service Level Agreement signed in January 2014 now gives the association a fixed income of \$45 100 per year which will be reviewed after the first year of operation in Dec 2014.

## 7.3 S.W.O.T Analysis

The following S.W.O.T Analysis examines the strengths, weaknesses, opportunities and threats facing Gladstone District Tennis Association Inc. Strengths and weaknesses are current internal elements, opportunities are future prospects for improvement and threats are potential future impediments.

Strengths, weaknesses, opportunities and threats of Gladstone District Tennis Association are shown in the following Table:-

<b>Strengths</b>	<b>Weaknesses</b>
✓ Effective coaching provider / centre manager, with an operating and management model highly regarded by Tennis Queensland	❖ Bottom 9 Tennis courts are in need of significant base repair works.
✓ Efficient implementation of fixtures and tournaments	❖ Too few volunteers
✓ Actively seeking grants for facilities developments	❖ Inadequate promotion of organisation in local community
✓ Part of sporting green belt established by Gladstone council with long term lease	❖ Communication with members
✓ High number of juniors in coaching squads	❖ Tennis Playing surfaces will need replacement in the near future
✓ Improved revenue streams and improving annual operating surpluses	❖ Relationship with the Gladstone City Council could be improved
✓ Improved recent record of growing the club's financial assets to meet future facility maintenance requirements and improvement goals	❖ Current facilities are old and in need of improvements for viable future. E.g. – Clubhouse Hall is tired and shabby and has no training facility.
<b>Opportunities</b>	<b>Threats</b>
✓ Improvements to the existing clubhouse planned, - will increase Hall hire. (including the joining of the new squash complex to clubhouse to provide better integration between Tennis and Squash )	❖ Insufficient spare time in people's lives for sport and recreation and volunteering – leading to poor asset utilisation
✓ Increased parent participation within organised activities. (increase volunteers)	❖ Losing social players and members to other sports
✓ Enhanced communication with members via social media / website.	❖ Aging demographics (older players), wishing to pursue less strenuous activity
✓ Increased membership opportunity through new industries in town	❖ Warmer climate not conducive to outside activity
✓ Increase daytime and weekend usage of courts – capitalise on shift workers	❖ Transient Population
✓ Erect sufficient shading around <u>all</u> Tennis courts & front of Squash Building	❖ Lack of security system in parts of the facility

**Table 1 :** Gladstone District Tennis Association Inc - S.W.O.T Analysis

## 8.0 Mission

*To provide high quality sporting facilities for tennis and squash participation and skill development levels, whilst fostering a family-friendly social environment.*

## 9.0 Vision

In 2019, Gladstone District Tennis Association Inc. will have been officially renamed and called Gladstone Tennis and Squash Association, and will continue to have a strong tennis, squash and family focus, centred on a joined tennis and squash complex for better access by members, whilst providing high quality participation and spectator facilities.

The club will have confident and competent leadership, with community connections that facilitate broad opportunities for sporting and social activities embracing all members of the greater Gladstone community.

A high level of motivation throughout the club will lead to increased player participation and volunteer retention.

By effectively planning for the future in 2014, the club will learn, and take satisfaction from past endeavours, but will continue to plan ahead for future generations of players and club administrators. More juniors, seniors and volunteers will enjoy being part of this highly successful tennis and squash club.

## 10.0 Club Improvement Areas

Club Improvement Areas, are areas where the club needs to focus to achieve its vision.

The Club Improvement Areas for Gladstone District Tennis Association Inc. are:

- ❖ **Facilities and Equipment**
- ❖ **Membership and Participation**
- ❖ **Volunteer Management**
- ❖ **Relationships with the Gladstone Regional Council**

## 11.0 Strategic Activities

The following Strategic Activities outlines the specific projects and day-to-day activities to be undertaken by Gladstone District Tennis Association Inc. in effectively achieving its vision. The Strategic Activities notes the portfolio to which projects will be assigned and the estimated costs and projected timeframes of those projects.

Abbreviation	Meaning
TA	Tennis Australia
TQ	Tennis Queensland
QSquash	Queensland Squash
GDTA	Gladstone District Tennis Association Inc.
GRC	Gladstone Regional Council
TBC	To Be Confirmed

## Facilities and Equipment

### Major Projects

Project	Purpose	Cost \$	By When	Who
Major upgrade of Tennis Court, playing surfaces and Fencing	<p>Working with TQ/TA, resurfacing 12 of the 16 hard courts with the same internationally recognised surface will allow the Club to continue to host Men's and Women's Pro Tour events. <b><u>This will continue to raise the profile of tennis in Gladstone and bring more income to the Club, as well as promoting the local area and stimulating local economy.</u></b></p> <p>It is also proposed to convert 4 of the 16 existing hard courts to Sand Filled Synthetic Grass Courts (SFSG), to encourage extended participation and retention of older players. (They are also cooler to play on in the summer months)</p>	<p>Total proposed cost \$1.1 –\$1.2M</p> <p>Commitment by GDTA \$50 000</p> <p>Potential TA / TQ commitment (NCRS) \$50 000 to \$100 000</p> <p>Balance - GRC, State Government</p>	Dec 2016	President
Phase 1	Phase 1 - Courts 6 to 9 Sand Filled Synthetic Grass	Sub-total proposed cost \$85, 000 + Fence: Est. cost \$23, 000	Dec 2014	
Phase 2	Phase 2 - Court 5 Hard Court	Sub-total proposed cost \$90, 000 + Fence: Est. cost \$7, 500	June 2015	
Phase 3	Phase 3 - Courts 1 to 4 Hard Court Base repairs and new surface	Sub-total proposed cost \$400, 000 + Fence: Est. cost \$20, 000	Dec 2015	
Phase 4	Phase 4 - Courts 12 to 14 Hard Court acrylic re-surface	Sub-total proposed cost \$45,000 + Fence: Est. cost \$20, 000	Dec 2015	
Phase 5	Phase 5 - Courts 15 to 18 Hard Court Base repairs and new surface	Sub-total proposed cost \$400, 000 + Fence: Est. cost \$23, 000	Dec 2016	
<b>Alternate upgrade option if major funding became available i.e.&gt;\$1M</b>	<p>If major funding became available in one lot, an alternate option exists to build 8 new hard courts in place of courts 1– 9, with a suitable access corridor between them in a 4 + 4 configuration.</p> <p>This would supersede phases 1 to 3 above, and would reduce phase 5 to \$85 000 + \$20k for fence. i.e. We would place SFSG on courts 15 to 18 instead of courts 6 – 9 (i.e.phase 1 and 5 would swap costs)</p>	<p>Total proposed cost \$1M</p> <p>Commitment by GDTA : \$50000</p> <p>Potential TA / TQ commitment (NCRS) \$25 000</p> <p>Balance - GRC, State Government</p>	Dec 2015	

Project	Purpose	Cost \$	By When	Who
Upgrade of Tennis Court Lighting for courts 5 - 9	Electrical issues – the lights are currently damaged and in poor condition. Upgrade of existing lights (Investigate LED lighting)  Posts are structurally sound but require new covers  (This project may be superseded if the major funding available option above was successful.)	Est. \$10,000 to \$24 000 (depending on technology chosen – existing vs new lower maint.)	Dec 2015	G. Cook
Club House Refurbishment and Training Facility	There is no coaching / training room setup at the complex and the existing building is in need of refurbishment.  Training facilities would also increase hall hire and income making the association more self-sufficient & sustainable going forward	Est. \$60,000	Dec 2014	Vice President
Join the Squash Centre and Clubhouse	The original plans showed the two buildings joined, however funding during construction of the squash facility was not able to cover this, and it was not done. This also included a mezzanine floor for viewing in the squash facility.  This would improve Access to toilet and shower facilities in main building (presently only 1 shared amongst 100 people in squash complex).	Total proposed cost Est. \$200,000  Commitment by GDTA \$35 000 (GDTA already has approx. \$10k of steel donated for this activity from BSL stored)	Dec 2015	President / Secretary
Security	The current squash complex is not secured during the daylight hours and only manned and serviced from the canteen unless fixtures or tournaments are running.  It is proposed to install a security system / camera to monitor the complex during daylight hours, as well as to protect it after hours.	Est. \$4,000	June 2015	Committee
Renewable Energy project	Current electricity costs are > \$10k per annum. Solar Panels and an Inverter would reduce energy costs at the complex.  Solar hot water for the complex will also be an option investigated	Est. \$70, 000	Dec 2016	Treasurer
Squash Court Cleaning Machine	This will eliminate excess water and cleaning agent usage, and speed up the task of keeping the courts clean and safe	Est \$4,500	Dec 2014	A Turner
Improve weather & shading for Squash complex entrance	Erecting an awning to prevent rain blowing into the building and allow our members to still enjoy cool breeze during all weather conditions.	Est. \$3,000	June 2015	Committee



## Day-to-Day Activities

- ✓ Liaise regularly with members regarding planned facilities/equipment requiring upgrades
- ✓ Liaise regularly with Gladstone Regional Council regarding major facility upgrades and any land improvements or lease management issues
- ✓ Maintain club facilities in safe condition to minimise any risk exposure
- ✓ Maintain and upgrade facilities such as court surfaces, lighting and fencing as required using competent contractors and products.

## Membership and Participation

### Target 1

Increase membership base from 366 members (as at Sept 2013) to 400 members by June 2017.

No	Tactics	By When	Who
1	<i>Review membership fees in accordance with changes to fee structure as set by TQ</i>	<i>Jan 2015</i>	<i>Committee working with Club Professional</i>
2	<i>Establish 2 family 'come n try' days at 6 monthly intervals</i>	<i>Early Feb and Early Jul</i>	<i>Committee working with Club Professional</i>
3	<i>Club will have its own website, linking social media as a primary and central information point, with a monthly e-newsletter.</i>	<i>Dec 2015</i>	<i>Secretary / with Club Professional</i>

### Target 2

Maintain member rates

No	Tactics	By When	Who
1	<i>Conduct 4 social events throughout the year</i>	<i>September December February June</i>	<i>Committee working with Club Professional</i>
2	<i>Regular evening BBQ's for fixture players</i>	<i>Monthly</i>	<i>Club professional, members</i>

### Target 3

Increase number of juniors participating in Squash coaching from 10 per term (as of Nov 2013 ) to 30 per term by (Dec 2014).

No	Tactics	By When	Who
1	<i>Purchase a Cannon Squash Ball machine to improve coaching options available to develop player skills</i>	<i>Dec 2014</i>	<i>Committee</i>
3	<i>Regular low cost sport promotion days at schools</i>	<i>Each term</i>	<i>Club Professional</i>

### Target 4

Ensure long term financial stability and sustainability to enable the club to meet future facility maintenance responsibilities.

No	Tactics	By When	Who
1	<i>Annually review membership fees, fixture fees and casual court hire rates</i>	<i>Start of each year</i>	<i>Committee</i>
2	<i>Closely scrutinise all planned major expenditures to ensure value for money decisions are made</i>	<i>As needed</i>	<i>Committee</i>
3	<i>Ensure club financial assets are invested safely and wisely</i>	<i>As needed</i>	<i>Committee</i>

## ADVERTISING & SPONSORSHIP

### Goal – Increase club income from advertising and sponsorship to \$30,000

#### Target AS1

Seek additional advertising and sponsorships agreements and ensure existing ones are retained

No	Tactics	By When	Who
1	<i>Invite local business to attend a “sponsors dinner” to discuss becoming a sponsor of the club</i>	<i>Jan 2015</i>	<i>President</i>
2	<i>Send letter to all existing sponsors on the Sponsors register, to keep them informed of all club activities to reinforce that they are associated with a strong, vibrant and progressive sports facility.</i>	<i>Annually</i>	<i>Secretary</i>

## **MANAGEMENT OBJECTIVES AND ACTIONS - CONTINUED**

### **STAFF/ VOLUNTEER DEVELOPMENT**

Gladstone District Tennis association Inc. is heavily reliant on volunteers to assist with maintenance, tournaments and social events as well as junior and senior presentations. The Club acknowledges the fact that as volunteers, it is important to give those who serve the club proper and full recognition of what they have contributed.

With this in mind, Gladstone District Tennis association Inc. has set goals of:

- ✓ Retaining at least 95% of volunteers each year
- ✓ Obtaining 3 new volunteers each year
- ✓ Work with local schools to offer work hours to “School Based Traineeship” in Sport and Recreation

To achieve this, Gladstone District Tennis association Inc. will:

- ✓ Offer dedicated portfolios to general committee members
- ✓ Implement volunteer position descriptions to clarify expectation of potential volunteers
- ✓ Appoint a volunteer coordinator
- ✓ Implement a volunteer incentives such as “Thanks-you” dinners
- ✓ Provide a “GTSA Club Volunteer” shirt to make them easily identifiable
- ✓ Potentially subsidise club membership fees to Executive positions and Committee members
- ✓ Review of club members to identify those with desirable skills that may be beneficial to have on the Committee or in Executive positions
- ✓ Develop succession planning for key Committee and Executive positions

## **MANAGEMENT OBJECTIVES AND ACTIONS - CONTINUED**

### **RISK MANAGEMENT**

Gladstone District Tennis association Inc. places the well-being and safety of all of its members and participants as its highest priority. In order for the club to achieve this, the following initiatives are in place.

It is the Club's responsibility to:

- ✓ Ensure the upkeep of the facility
- ✓ Ensure risk assessment for the facility is reviewed and updated on a regular basis
- ✓ Ensure that any operating procedures are reviewed and updated on a regular basis
- ✓ Liaise with the coaching provider / centre manager on matters relating to health and safety
- ✓ Ensure all appropriate insurances are in place

It is Gladstone District Tennis association Inc. expectation that the coaching provider / centre manager (in relation to Workplace Health and Safety matters) will:

- ✓ Conduct regular inspections of the facility and report back to committee
- ✓ Be responsible for submissions of incident reports
- ✓ Ensure the operating procedures are followed by members and participants

## **MANAGEMENT OBJECTIVES AND ACTIONS - CONTINUED**

### **BUDGET FORECAST**

	<b>This Year Projected (2013/14)</b>	<b>Next Year Budget (2014/15)</b>
<b>Income</b>		
SLA /Lease	\$45 100	\$47 500
Tournaments	\$17 744	\$17 000
Sponsorship	\$12 000	\$12 000
Advertising	\$ 4 000	\$ 5 000
Fundraising	\$ 1 000	\$1 000
Other (Shirts/Hats,etc.)	\$5 500	\$3 000
Grants	\$5 000	\$50 000
<b>Total Income</b>	<b>\$90 344</b>	<b>\$135 500</b>

<b>Expense</b>		
Management	\$ 3 300	\$2 000
Advertising	\$ 500	\$ 500
Insurance	\$10 200	\$10 200
Prizes and Trophies	\$1 572	\$1 700
Repairs	\$1 750	\$2 000
Replacement(Capital)	\$ 6 000	\$60 000
Tournament Costs	\$24 619	\$25 000
Socials	\$1 500	\$2 000
Junior Development	\$6 500	\$7 000
Office	0	0
Travel Expenses	0	0
Other (Shirts, Caps, etc)	\$7 300	\$3, 000
<b>Total Expenses</b>	<b>\$63 241</b>	<b>\$113 400</b>

<b>Surplus/(Deficit)</b>	<b>\$27 103</b>	<b>\$22 100</b>
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## **BUDGET - CONTINUED**

### **ACCOMPANYING NOTES**

#### **Income**

- 1 Tournament AMT Open income \$12 600 all other tournaments \$5 144
- 2 Sponsorship increase due to squash and tennis tournaments leading to more exposure for potential sponsors
- 3 Other income – shirts etc., – est. 125 Shirts @\$35 ea., (subsidised) + 75 Hats @ 15 ea = \$5 500

#### **Expenses**

- 1 Management fee increase based on current profit share model with Management.
- 2 Management costs reflect reduced audit costs with simplified books as a result of service level agreement
- 3 Other Expenses – shirts etc., – est. 145 Shirts @\$40 ea., + 100 Hats @ 15 ea = \$7 300 includes some stock for prizes and sizing purposes.
- 4 Prizes/Trophies and Tournament Cost increase based on having to pay hire on courts now with new agreement however, income still greater than expenses from nomination plus sponsorship - leading to overall profit
- 5 Junior Development increased based on increased participation in coaching/squad/tournament ready players increasing
- 6 Replacement reflects capital expenditure required based on Facility upgrade, however this does not include monies from sinking fund currently.
- 7 Depreciation NOT included in Budget Forecast (as it appears in the audited statement) as this is a non-cash expense

## **BUDGET - CONTINUED**

<b>FEES AND CHARGES</b>	Current Fees(2013/14)	Proposed Fees(2014/15)
<i>Affiliation Fees</i>	<i>Full Year</i>	<i>Full Year</i>
<i>Tennis Queensland</i>	<i>\$50</i>	<i>\$50</i>
<i>Q Squash</i>	<i>\$50</i>	<i>\$50</i>
<i>Club Membership Fee</i>		
<i>Adult 1</i>	<i>\$80</i>	<i>\$80</i>
<i>Adult 2</i>	<i>\$40</i>	<i>\$40</i>
<i>Child 1</i>	<i>\$15</i>	<i>\$15</i>
<i>Child 2</i>	<i>\$15</i>	<i>\$15</i>

Note 1 : No changes were made as fee structure was altered last year for 2013.

Note 2: 3<sup>rd</sup> child and above is free

Note 3: A Schedule of Court Fees is shown below

FEES AND CHARGES (cont'd)



2014 Court Fees

Revision Final : 31/12/2013

<b>Tennis &amp; Squash - Court Hire Fees</b>					
<b>Court Hire - Hourly Rate</b>					
	<b>Time</b>	<b>Member <sup>1</sup></b>	<b>Non-Member</b>	<b>Pensioners <sup>1</sup>/ Juniors -(U18)</b>	<b>Yaralla Lifestyle</b>
<b>Weekday</b>	9am - 5pm	\$14.00	\$20.00	\$10.00	Swipe Card (Balance to be paid by partners)
	After 5pm	\$18.00	\$25.00	\$14.00	
<b>Week-End</b>	Till 5pm	\$14.00	\$20.00	\$10.00	

<b>Tennis &amp; Squash Court Fees</b>					
<b>Sessions<sup>3</sup> PER PERSON for a maximum of 2.5 hours</b>					
	<b>Time</b>	<b>Member <sup>1</sup></b>	<b>Non-Member</b>	<b>Pensioners <sup>1</sup>/ Juniors -(U18)</b>	<b>Yaralla Lifestyle</b>
<b>Weekday</b>	9am - 5pm	\$7.00	\$12.00	\$5.00	Swipe card
	After 5pm	\$10.00	\$15.00	\$5.00	Swipe card
<b>Week-End</b>	Till 5pm	\$10.00	\$20.00	\$5.00	Swipe card

<b>Fixtures Competition</b>	am/pm	TBA	n/a <sup>2</sup>	TBA	Swipe Card Plus Fixture Fee <sup>2</sup>
<b>Tennis Ball Machine Hire</b>	Day/Night	\$5.00	\$10.00	\$0.00	\$10.00

<b>Notes</b>	<sup>1</sup> Membership Card /Number, or Pension card must be produced for any Discounted rate.
	<sup>2</sup> Club Policy - All fixture players are required to be Club Members for insurance reasons.
	<sup>3</sup> A 'session' is defined as a period of time not exceeding 2.5 Hours, and is non transferrable.
	<sup>4</sup> Permanent Bookings Must be paid one week in advance and 24hr cancellation policy applies.

## **BUDGET - CONTINUED**

### **PROPOSED CAPITAL EXPENDITURE - EQUIPMENT**

It is proposed that the following items be purchased during this financial year. All purchases are subject to the availability of funds and must be approved by the Committee on each occasion.

Item	Cost	Purchase Date
<b>Squash Court Cleaning Machine</b>	<b>\$6, 000</b>	<b>Dec 2014</b>
<b>TOTAL</b>	<b>\$6,000</b>	

### **PROPOSED CAPITAL EXPENDITURE – FACILITY UPGRADES**

It is proposed that the following major facility upgrade works will be completed during this financial year. All expenditure will be subject to the availability of funds and must be approved by the Committee on each occasion.

Item	Cost	Purchase Date
<b>Clubhouse Refurbishment and Training Facility</b>	<b>\$5 000 committed by GDTA</b>	<b>Sept 2014</b>
<b>Phase 1 Court resurface – Courts 5 -9</b>	<b>\$10 000 committed by GDTA</b>	<b>Dec 2014</b>
<b>TOTAL</b>	<b>\$15 000</b>	<b>2014 / 2015</b>

Notes:

*See attached TQ indicative cost estimates for court resurfacing and future facility expansion and anticipated Life Cycle Cost information.*



# APPENDICES

## Certificate of Incorporation

FORM 2



QUEENSLAND

ASSOCIATIONS INCORPORATION ACT 1981

Section 12  
Regulation 7

No. 8455

### CERTIFICATE OF INCORPORATION OF AN ASSOCIATION

This is to Certify

that

GLADSTONE DISTRICT TENNIS ASSOCIATION INC

is, on and from the eleventh day of February, 1991

incorporated under the Associations Incorporation Act 1981.

I certify that this is a true and correct copy  
of Certificate of Incorporation number 8455 issued  
in pursuance of the provisions of the Associations  
Incorporation Act 1981 - 1990.

Dated at Brisbane this 11th day of  
February, 1991.

B. SMITH  
Under Secretary,  
Department of Justice

# Certificate of Insurance



CERTIFICATE No. TA201314

## Certificate of Insurance Currency

### Sportscover Australia Pty Ltd

This certificate confirms that the under-mentioned policy is effective in accordance with the details shown:-

**Name of Insured:** Tennis Australia Club Insurance Program  
(Including Gladstone District Tennis Association Inc)

**Cover:** Public Liability: \$20,000,000 any one occurrence  
Products Liability \$20,000,000 any one occurrence and in the aggregate  
Professional Indemnity: \$10,000,000 any one claim and in the aggregate  
(For the Business of Tennis as more clearly defined in the Policy Wording.)

**Sport:** Tennis

**Excess:** As per policy schedule.

**Period of Insurance:** 01/11/2013 to 01/11/2014

**Underwriter:** Sportscover Australia under an authority from Sportscover Syndicate 3334 at Lloyd's

**Policy Number:** PMEL99/0072947

**Counterparties:** Any Council, Shire, School or Government Department from whom the above named leases and/or hires and/or rents/or uses with written permission land and/or buildings shall be indemnified for claims brought against the Council, Shire, School or Government Department for which The Insured becomes legally liable to pay compensation.

**For full terms, conditions and exclusions please refer to Your Policy Wording  
Version: General\_Liability\_For\_Amateur\_Sports\_Policy\_Wording\_2705.13**

**Manager:**



**Date:** 28 October 2013

Sportscover Australia Pty Ltd. AFS License No. 230914 A.C.N. 006 637 903 A.B.N. 43 006 637 903