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Submission

STRATEGIC PLANNING DOCUMENTS

Play tennis |



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1. “Forward”

Albury Tennis Association (ATA) Strategic Planning Documents Overview

For many years the ATA Grass Court Centre has held a special place in the hearts of so many people. Whether they be young up and coming followed by a legion of Mums and Dads, or skilled professional such as Magaret Court who foundations for her life honed on these adoring grass courts.

For most of us many a long hot summers day spent pushing ourselves, overcoming someone just as equally committed and savouring every moment we spent playing on the best grass courts in Australia.

We can only hope that this opportunity is never lost, giving our children a legacy worthy of keeping amidst our ever-changing lives, that has been the Grass Courts and surviving past the first one hundred years.

But what of the future and how can we the present stakeholders, continued to bring this Centre into life and set the foundations for the next millennium.

The following documents presented are the beginnings of the future look and feel of the ATA

Centre. As planning for the future allows all the stakeholders from Governing bodies, Partners such as Sponsors and Members, right back to very starting point of Mums and Dads along with a trail of kids hitting balls up against the wall, to assume their rightful passage and make the ATA Centre an integral part of our lives. Nothing is set and the future plans start now so we can all have a say, continue to evolve and remain a vital cog in Albury's Sporting and Recreational community.

These documents are live and may forever evolve to best meet the needs of our Tennis and Sporting communities, so take time to consider the detail, express your interest and support the initiatives presented.

Faithfully Yours
ATA Committee



2. Strategic Plan – “Fire Up Tennis”

ALBURY TENNIS ASSOCIATION

*VALUING OUR PAST
CREATING OUR FUTURE*

FIRE UP TENNIS



Introduction

“Our mission is to nurture tennis and sports for everyone emphasizing fun, health, community, and tradition”

The purpose of the Albury Tennis Association Inc (ATA) is to act as Albury’s peak tennis body; to represent its members and the local community with diverse opportunities to play tennis; utilise the ATA’s facilities and to uphold the values and traditions of our association.

The ATA aims to continue to promote health and wellbeing by providing physical activity, social interaction and skill development through tennis and sport for all ages and individuals.

The ATA encourages a delightful blend of physical activity, strategy, camaraderie and friendship. Tennis is not only a sport but a valuable life experience that fosters physical health, mental resilience and social skills. We aim to foster a welcoming environment that upholds the integrity and rich tradition of our association, promoting participation, sportsmanship, and community spirit.

Our Vision

To be recognised within Albury and surrounding communities as an inclusive, accessible and fully sustainable, community orientated organisation which takes full advantage of its grasscourts and other facilities for the benefit of members of the ATA, affiliated clubs, our partners and visitors.

Our commitment is to continue fostering a connection to tennis and is reflected in our facilities, tournaments, and inclusive approach. The Margaret Court Pavilion is surrounded by magnificent grass courts and serves as a central hub for tennis enthusiasts in Albury. Whether you are a seasoned player or just starting out, all ages and levels are welcome

We Value:

We encourage our community and individuals to participate in healthy activities that will help shape their lives and increase their satisfaction. We actively listen to others, we acknowledge individuals regardless of their background and beliefs and we appreciate diversity to create harmonious relationships.

Respect is a fundamental two-way principle by which we will listen, appreciate and recognise all people.

Integrity is crucial. We build trust and promote a positive culture. We encourage confidence and encourage ethical behaviour which is honest and fair. We promote fair play. We respect sportsmanship for opponents, officials, spectators and other players.

Empathy is necessary to understand and appreciate different perspectives. We make tennis accessible to everyone. We have a lasting impact attributed to our rich tapestry of tennis history.

Success is necessary. We need to build a sustainable organisation through service excellence. Tennis has proven to be beneficial for individual health and longevity.

Fun. Sports and recreation activities are enjoyable, and we wish to promote fun.



The Association and Grass Court Centre

Current Description

Facilities:	25 high-quality grass courts 4 synthetic grass courts under lights
Clubs:	7 member clubs
Heritage:	Established in the 1910's, over 110 years ago
Tournaments:	Hosts Margaret Court Cup, Easter, Vic Country Week, numerous Schools' events, Veterans and Junior events and National Croquet Championship events
History:	Many national and local legends of Australian Tennis such as Margaret Court, Di Fromholz, Ken Rosewall, John Newcombe, Rex Hartwig, Wurtz brothers, Sam Groth have competed in and supported events at the Association's grasscourts.

Coaching

The Association needs to prepare a comprehensive junior development plan designed not only to impart the essentials skills for on-court success but also to cultivate a broader understanding beyond simply playing the game.

The Association recognises coaching is a key element of junior development and as such is forming a partnership with the Margaret Court Tennis Academy and several other coaching groups to commence coaching at the grasscourts from Term 4 2024.

Finance

The financial objectives of ATA for the next 3-5 years are to ensure sustainable revenue growth, improve profitability and enhance the net asset position. We aim to achieve these goals through expanding stakeholders, cost management, strong financial planning and marketing.

We believe there is a need for a greater diversity and utilisation of the ATA centre to increase participation, revenue, sponsorship and grant funding. The ATA is "asset rich" and we will evaluate the future of assets that may be surplus to our needs in order to finance future development.

Our Committee

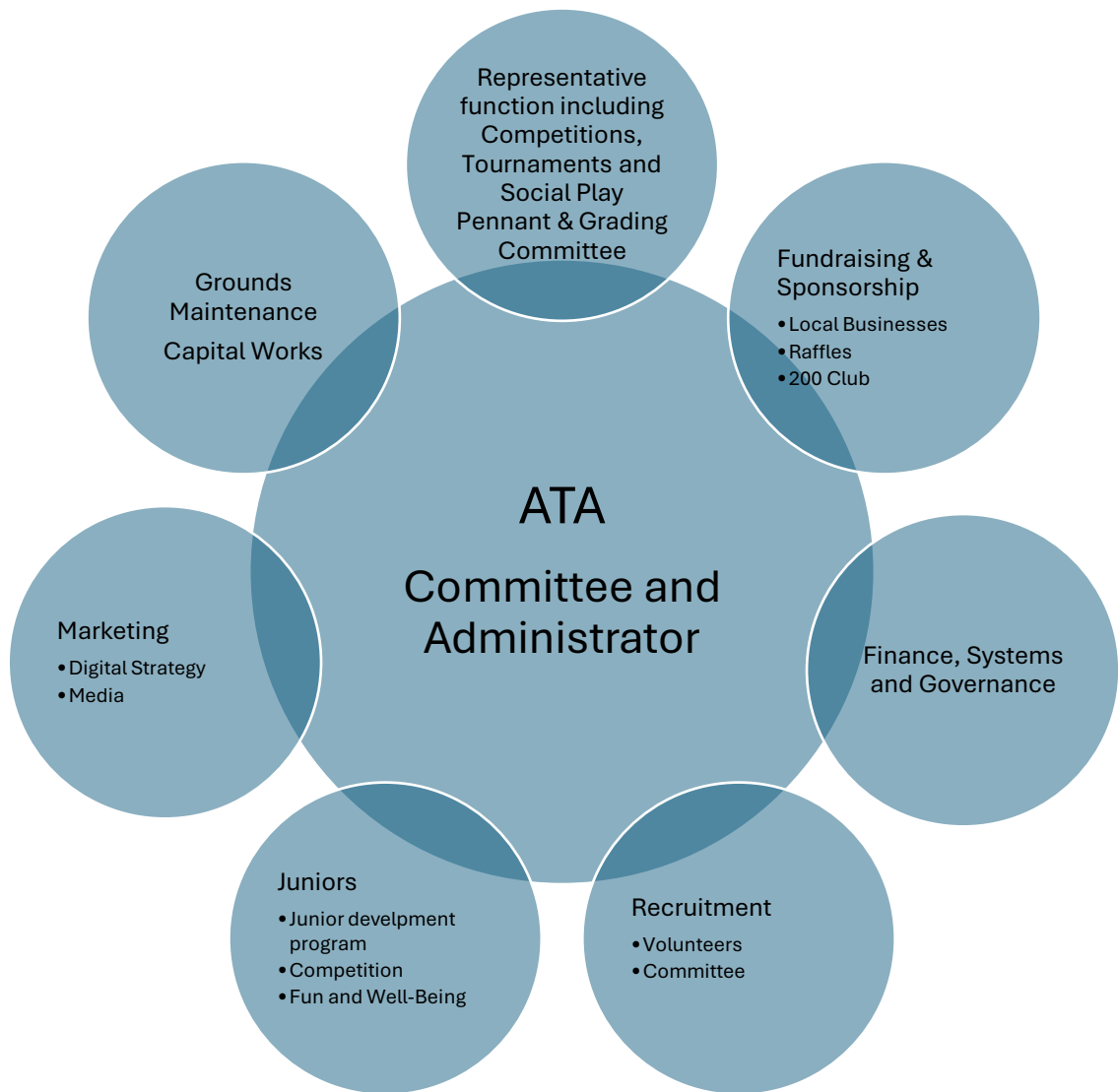
Peter Penny	President, Bachelor of Business Studies
Dominic Mahaffey	Vice President, Bachelor of Computer Studies
Graeme Barned	Secretary, Small business consultant
Joy Lee	Treasurer, Bachelor of Business, CAANZ, Business and Taxation Services
Ken Wurtz	Small Business Owner, Registered Level 2 Tennis Coach
Brock Dixon	Student, Registered Level 2 Tennis Coach.
Peter Simpson	Bachelor of Laws and Commerce, Solicitor
Kevin Klose	Bachelor Business in Accountancy, Retired CEO



Management

Overall running of the Association is the responsibility of the Committee, supported by Trish Moore, our part-time Administrator. Trish holds a Bachelor of Business Management.

Current Group Structure with Working Groups



The role of the working group is to:

- Champion their area and lead discussion at Committee Meetings
- Discuss issues within the working group and reach consensus
- Provide a focal point for subject matter associated with working group.
- Seek input and take enquiry from members and others.
- Identify and encourage potential volunteers.



Proposed Model Structure

To be developed – See PP diagram

SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • 25 high quality grasscourts • 4 synthetic grasscourts under lights • Tournaments (MCC, Easter, Schools events) • Strong and rich history of tennis in the Albury area • Curator expertise • Margaret Court Pavillion and external buildings • Carparking • Diverse committee and administrator 	<ul style="list-style-type: none"> • Limited numbers of Saturday pennant teams, particularly ladies teams • Limited organised social and competition play offerings • Lack of social players • Limited marketing • Lack of adequate facilities in clubhouse and internal and external environments are not inviting • Limited sustainable pool of volunteers • Poor / limited relationship with clubs • Poor/limited relationships with Tennis NSW and Albury City Council • Limited user groups • Cost of grasscourt maintenance • Underutilisation of synthetic courts under lights • Ability to only use grass courts for 6 months • Underperforming revenue streams • Lack of on-court coaching/training • Lack of awareness in community that we exist
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Restructure and rebuilding through our strategic and business planning • Increase in membership/participation numbers • Attract more junior members • Increase retention of juniors into senior tennis ranks and administration of clubs and the ATA • Increase sponsorship with stronger partners • Secure future funding grants • Refurbishment and upgrades of internal and external environments 	<ul style="list-style-type: none"> • Reliance on tournaments for financial success • Difficulty attracting committee members. • Low number of volunteers contributing • General community trend away from club membership commitments • Very limited (NIL) financial support from Tennis NSW and Tennis Australia and ACC.



<ul style="list-style-type: none">• Run a variety of additional competition and social events• Diversify and expand from a competition format to include a focus on health, well being and leisure• Create and Market new membership options• Refresh website and use of social media to promote activities• Review all tournament formats• Establish a “museum” that allows us to value our history• Establish productive relationships with Tennis NSW, Tennis Vic, TA, Clubs, ACC	<ul style="list-style-type: none">• Insufficient programs to attract younger tennis players (20-40 age groups)• Lack of corporate, social activities and club events• Current environment is challenging to attract major sponsors• Lack of diversity in utilisation of facilities• Geographical position in NSW
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Key Objectives

Venue Operations

Building a sustainable organisation with a strong base from which to launch future initiatives. We will do this through seeking grants, support from sponsors and fundraising. We will seek key partners for operational excellence and viability and recruit appropriately skilled and enthusiastic volunteers. We will foster increased participation of all potential users in ATA planning and operations. We will foster stronger relations with Local Government, State Government, Tennis NSW and local Clubs.

Future consideration to be given to the viability of the engagement of an operations manager to work alongside with the management committee.

Junior Development

A program designed to impart the essential skills for level based player philosophies, for on-court success and to cultivate player pathway coaches. This understanding extends beyond merely playing the game, urging participants to become contributors to all facets that sustain and enrich the tennis community. The aim is to nurture players who, in addition to their playing capabilities, develop a keen sense of responsibility towards the sport's growth and vitality.

Facility Enhancement

Developing a comprehensive master plan for facility improvement which will include an upgrade of the clubhouse, diversification of the playing surfaces, making provision for inclusion of individuals with a disability and development of alternative infrastructure to respond to emerging compatible sports. The master plan development will include an evaluation of the site to ensure its suitability for our vision.

Increased Participation

By diversifying competitions, tournaments, social play and social activities, promoting health and well-being through activities such as cardio tennis and providing opportunity for increased participation of women and those with disabilities. We will also specifically target at least one community activity each year to ensure our connection with the community. An improved relationship with member clubs is also critical if we are to “grow the participation pie” rather each of us competing for a slice of a small pie and putting at risk the future of tennis in Albury. All of us will be better than any one of us.



Master Plan

A comprehensive master plan will be developed over the next 12 months following consultation with members, users, sponsors and other key partners. It will answer some key questions such as, but not limited to:

- Is the current location the ideal location for us to deliver on our Mission?
- Who should we partner with if we were to relocate?
- Can we sustain our existing volunteer management model?
- What will the mix of court surfaces be?
- What are the implications if we are to embrace compatible sports such as pickle ball?
- What is required to embrace well-being and an increase in social activities?
- Should we include an elite training centre option?
- What we need to do to maintain our Tier 2 status?

Strategic Direction

Venue Operations	Junior Development	Facilities Development	Increased Participation
<p>Focusing on the fundamentals.</p> <p>Clarify Purpose, Vision, Values, and desired culture.</p> <p>Clear Direction – Strategic Plan</p> <p>Financial sustainability (grants, sponsors, fundraising etc)</p> <p>Develop key partnerships for operational excellence and viability</p> <p>Recruitment of volunteers including committee members.</p> <p>Strategies to foster increased participation of women in Association planning and operations.</p> <p>Development of an Innovations Hub</p>	<p>Creating pathways for junior members to contribute to the organisations culture.</p> <p>Programs including coaching, competitions, and well-being activities, for all levels and abilities.</p> <p>Leadership development initiatives.</p> <p>Implementing a school's program to engage younger participants.</p> <p>Create a value proposition to attract appropriate professional coaching services</p>	<p>Review of all facilities (internal and external)</p> <p>Develop a facilities master plan</p> <p>Identify future equipment needs.</p> <p>Evaluate development of alternative infrastructure to respond to emerging compatible sports.</p> <p>Investigate resourcing options for major capital expenditure.</p>	<p>Diversify competitions, tournaments, social play, social activities.</p> <p>Add a health, well-being, leisure focus to current Competition / Tournament focus.</p> <p>Strategies to target increased participation of women.</p> <p>Marketing / Communications / PR strategies for attracting participants (Incl digital strategy for effective outreach)</p>



3. Management Structure Proposal

ATA Management and Structural Plan

The current ATA Management Plan has been in place for many years with all Financial and Management responsibilities made by the elected Committee. The ATA for several years has employed an Administrator to complete mostly the day to day running of the Facility which has been contracted for set hours completed weekly.

The ATA additionally has contracted Fairlea Grass via Shayne Ried as curator of the grasscourts on a three year contract basis. This is also currently due for renewal.

The Management Structural Plan takes into consideration the need to revise the role of the Committee.

Moving to a model that encompasses the Strategic Management of the ATA functions and allows for the creation of Working groups that take specialised functions and roles to work and deliver Operational outcomes.

The role of the current Administrator will change to become an Operations Manager.

This takes into account the need for the Facility to become a twelve-month operation along with a growth in the impending changes to operational Income Pillars and Operational duties.

Both current Curator and Administrator Contracts will need to be reviewed to allow for the changes from the current format through a transitional period and settling into the new developing Contracts and Operational Structure.

The new look Working structure is a live Document and will be under constant review as we implement change to meet with the redevelopment of the ATA facility.

ATA Committee		Strategy and Business Planning		Committee Working Groups		Operations Manager	
Tasks	Responsibilities	Tasks	Responsibilities	Tasks	Responsibilities		
Financial Reporting	Prepare and Report all Mthly and Annual Financial Documents Inc Budgets, Mthly P&L reporting.	Review Reporting	Develop and update Reporting Models	Complete Financial Reports	Daily Operations Kiosk/Café Takings Facility Takings and Banking		
	Business Planning	Income Pillars	Underatke Planning and Implementation of Income Streams	Manage Individual Income Pillars	Setup Operations in accordance with Committee Instructions and develop Outcomes		
	Strategic Planning	Review	Define Strategy Pathways Develop Implementation	Assist Implementation	Carry Out and put into action		
Fundraising and Grants	Develop Fundraising Platforms Set Outcomes and Measurement Tools		Develop Fundraising Strategy's Review and Complete Grant Applications	Assist with Strategy Development	Help Create Fundraising Outcomes Setup Function Activities		
	Facility Management	Review and Monitor	Review Employment and Contracor Performance. Create Recommendations for Implementation	Carry Out list of Duties	Monitor Performance and report Performance Measures Develop Facility User Calendar		
	Employment Management	Review and Monitor	Check ongoing Performance and report changes to Committee	Employment	Supervise and Manange all additional Employees and Contract Performance obligations		



ATA Committee		Strategy and Business Planning		Committee Working Groups		Operations Manager	
Tasks	Responsibilities	Tasks	Responsibilities	Tasks	Responsibilities	Tasks	Responsibilities
Marketing	Provide Marketing Platforms and AT A Integrity	Review and Upkeep	Review Digital Platforms Media Events Areas of Engagement Advertising for Income Pillars	Updating and review Digital Platforms	Updating WebPage, Facebook, Instagram sites with information and performance outcomes		
Recruitment	Set Parameters for new individual and User Groups	Review	Help Implement Model Monitor Performance and report	Go to Person for Individuals and User Groups	Provide point of Contact and assist with recruitment of new Players, Coaches and Volunteers Seek new User Groups for Facility Use		
Sponsorship and Workin Partners	Create broadbase Sponsorship Platforms and Seek new Pathways for Partnership Groups	Review and Update	Review Sponsorship and Membership platforms, actively involved in securing and Maintaining Sponship	Complete Invoicing and Compliance	Assist in Sponsorship Setup Signage Pathways etc Face to Face and Sponsor Inquiry		
Competitions and Tournaments	Develop Tournamnet Structure Develop Competition and User Groups Seek T tournament and Prize Money Partners		P&G Sub Committee Review Tournamnet Performance Update and Maintain Competition Platforms Setup and Results	Setup Cateen/Kiosk Maintain Volunteer List	Ensure Facility is Operational for Competition dates Review Volunteers Facility Building Cleaning Garbage Collection Supplies		
Partnership and User Groups	Develop User Friendly Pathways for Current and Additional User Groups		Implement Pathways Negotiate User Agreements Report Outcomes	Go To Person	Provide access to User Groups Have Facility Functional Report Performance to Working Group		



ATA Committee	Strategy and Business Planning	Committee Working Groups	Operations Manager
Tasks	Responsibilities	Tasks Responsibilities	Tasks Responsibilities
Sports Management	Setup and Maintain Individual Sports Management Groups Maintain Facility Refurbishment Set Code of Conduct	Identify Co-operative Sports Users and Areas of Use Maintain Existing User Groups Create Individual Sports and Recreational Sub Working groups	Help develop User Groups Player Groups Access to User Groups Setup Coaching Groups Junior and Elite Pathway Groups Programs for User Groups Create Meeting Places Set Costings



4. Business Plan – Income Pillars

ATA Income Pillars

Present Position		Proposed Income Pillars	
	<u>Income</u>		<u>Budget Income Streams</u>
<u>Facility Centre</u>	Meetings ATA Main Committee P&G Committee Tennis NSW	Meetings ATA Main Committee ATA Working Groups P&G Sub Committee Tennis NSW Additional Clubs Recreational Users	
Functions	Fundraising 200 Club Private Functions	Fundraising 200 Club Monthly Fundraising Events Club Functions Private Functions Individual Users Birthdays and Celebrations Events Corporate Events	
<u>Synthetic Tennis Courts Present 4 under Lights</u>	Tennis Coaching Winter Pennant	Multipurpose Indoor Centre Pickle Ball/Paddle Ball Courts Other Sports-Badminton -Indoor Soccer -Volleyball	
<u>Grass Courts Present 25</u>	Summer Pennant Tuesday Ladies Competition Competitions Social Tennis Tournaments Croquet User Group Coaching	Four Acrylic Blue Tennis Courts Three Wimbledon Grass Courts Fifteen existing Grass Courts Three Croquet Courts User Groups Elite Pathway Tennis Coaching Professional Tennis Coaching Groups Midweek Social and Competition Groups Tournaments Annual Events plus Junior Monthly Events Veterans Events Corporate Users and Programs New User Surface Friendly Groups Social and Individual Court Hire	

5. Master Plan – Working Draft Site Sketch

