

# **CLUB DEVELOPMENT PLAN**

## **Dalby & District Tennis Association**

**2021-2024**





# *About us* who we are

## OUR VISION

Make tennis part of life  
for every resident and visitor  
To encourage more juniors,  
seniors and volunteers to  
enjoy tennis more often

## OUR MISSION

To provide more welcoming  
and sustainable facilities,  
making tennis the most  
engaging and inclusive  
sporting community

## OUR PURPOSE

Increase participation  
across all programs and  
competitive play

# DDTA Review *where are we now*

01

**POLITICAL**

Relationship with Western Downs Regional Council  
 Relationship with Sport and Recreation  
 Relationship with Tennis QLD and the Regional Assembly - Grant Funding

02

**ECONOMIC**

Facility renewals and maintenance performed from cash reserves, sinking fund reserves and external funding  
 DDTA is Sustainable

03

**SOCIAL**

Welcoming, Safe & Inclusive Culture  
 Juniors Hotshots coaching  
 Tennis in Schools  
 Coaching programs  
 Fixtures  
 Club Tournaments  
 Regional Tournaments  
 Social Court hire for members and non members



04

**LEGAL**

Incorporated Association  
 Coach agreement with Faultless Tennis  
 Facility Lease with Council until 2030

05

**ENVIRONMENTAL**

Sustainable Facility - low impact  
 50% of courts with LED lighting  
 Cash for Containers program

06

**TECHNOLOGICAL**

Digital presence – Website & Facebook  
 Clubspark Portal for Online memberships, Book-a-court and Contact Communications  
 Square Electronic Payment System  
 Stripe Payment system for Tournaments

# DDTA Review *where are we now*

## STRENGTHS

- Efficient implementation of fixtures and tournaments
- Ability to manage the maintenance of tennis facilities at low cost
- Actively seeking grants for facilities developments
- Making tennis facilities available to schools at nominal fee
- Club that has proven it can implement and complete improvement programs
- Communication with members
- Coaching programs by Faultless Tennis brings 120 participants per week in school terms



## WEAKNESS

- No organised junior fixtures to promote match play and club culture
- Courts 5-8 require light pole upgrade to LED standard
- Too few volunteers
- Local economy slowing down
- Memberships declining due to aging Membership
- Court surfaces will require upgrades in the next decade
- Inability for Incorporated Associations to receive reasonable bank loans



## THREATS

- Insufficient spare time in people's lives for sport and recreation an volunteering
- Losing social players and members to other sports
- Lack of income to upgrade expensive asset components (court bases) at facility
- Low socio economic area or area subject to Economic circumstances (drought)
- Lack of Junior Participation in tournaments
- Recreational activities other than sport taking participants
- Court base failure



## OPPORTUNITIES

- Build a organised junior fixtures to drive memberships and participation
- Frequent and well-organised social activities
- Shorter format tennis and more focus towards participation rather than championship rules
- Enhanced communication with members via website, facebook, email and signage
- Increased membership opportunity through proposed Tennis Queensland affiliation reforms
- Increase daytime usage of courts
- Sponsorship opportunities for our events to cover expenses of balls, trophies and supervisors





## SOUTH REGION STRATEGY 2020-2024

# STRATEGIC PILLARS



### Player Pathway

Enhance Talent Development and maximize tournaments and competitions



### Emerging Leaders Program

Reinforcing capability of delivery network



### Local Partnerships

Empower regional partnerships



### Inclusive Development

Create a culture of inclusion across the sport



### Digital

Enable growth through digital and marketing



### School Partnerships

More youth playing tennis



### Adult programs

More adults playing tennis



### Regional Events

Enable growth through regional events



### Sustainable Game

Increase venue sustainability



# DDTA Club Strategic Pillars

2021-  
2024



## Player Pathways

Enhance Talent Development and  
Maximise tournaments and competitions



## Local Partnerships

Empower regional relationships



## Regional Events

Enable growth through regional events



## Digital

Enable growth through digital  
and marketing



## Sustainable Game

Sustainable facility planning  
and delivering positive  
outcomes enabling the growth  
of Tennis

# DDTA Objectives where do we want to be



## Player Pathways

- Increase Memberships and retention of members
- Reinforce Capability Network through Volunteer Management
- Promote competitive play with tournaments
- Support Coach and his Junior Programs to enhance pathways
- Build Junior Fixture

## Local Partnerships

- Strengthen partnerships with Tennis Qld and Regional Assembly
- Local Sponsorships
- Work with Schools to promote facility use

## Regional Events

- Host junior and open tournaments
- Support our members to play more events

## Sustainable Game

- Follow the facility plan
- Financial Asset Management
- Volunteer Reward and Recognition program
- Prioritise efforts in Grant Applications

## Digital

- Develop Clubspark Website
- Develop Clubspark management tool modules
- Social Media plan and utilise TA assets on Facebook
- Develop a marketing budget



# Objectives

how to get there where we want to be



Digital

Club Marketing Budget 2021		
Item	Amount	Spend Date
Facebook Boosts	\$300	By Sep 2021
Professional Photographer	\$In Kind	By Feb 2021





# Objectives

how to get there where we want to be



## Sustainable Game

Asset Management Plan			
No.	Tactics	By When	Who
1.	Use the TQ advice of \$2500/per court/per year for maintenance and renewal investment to improve the budget forecast and capital improvement program.	September 2021	President
2.	Investigate the reduction of courts to lower depreciation expense and maintenance and renewal costs. Conduct feasibility of any such option prior to implementation	Ongoing – Committee Understands this concept. Keep this front of mind with all members.	President

# Objectives

how to get there where we want to be



## Sustainable Game

Financial Activities			
No.	Tactics	By When	Who
1.	Annually review fees and charges schedule	September 2021	Committee
2.	Closely scrutinise all planned major expenditures to ensure value for money decisions are made	Ongoing	Committee
3.	Ensure club financial assets are invested safely and wisely	Ongoing	Treasurer/Committee
4.	Ensure club financial statements are audited Annually Treasurer	January Every Year	Treasurer



# Objectives

how to get there where we want to be



## Sustainable Game

Capital Improvement Program			
Project	Purpose	Cost	When
LED Lighting & Pole Upgrade	Courts 5-8 require new poles as the structural integrity of the existing has been estimated to start failing over the next 5 years. The wires and lights will be renewed to LED to save ongoing bulb replacement costs and power costs.	<ul style="list-style-type: none"><li>• Commitment by DDTA \$50 000</li><li>• Commitment by DDTA members in-kind \$6 000</li><li>• Potential NCR grant by TQ \$ 20 000</li></ul>	September 2021
Clubhouse painting	The existing clubhouse requires new painting inside and out.	<ul style="list-style-type: none"><li>• Commitment by DDTA \$15 000</li><li>• Potential grant by \$15 000</li></ul>	December 2023
Courts 4-8 Renewal	The existing cushioned acrylic surface is deteriorating and will require new bases and surfacing in the near term.	<ul style="list-style-type: none"><li>• Total proposed cost \$300 000</li><li>• Potential grant</li><li>• Potential Loan</li></ul>	December 2025
Courts 1-3	The existing Synthetic grass surface on 1-3 will require resurfacing in the medium term.	<ul style="list-style-type: none"><li>• Total proposed cost \$30000/court = \$100 000</li></ul>	December 2030

# Affiliate checklist track your progress

SHORT TERM

LONG TERM

	Strategic Club Initiative	Resources	Who	Measures	Status
SHORT TERM	 <b>Player Pathways</b> <ul style="list-style-type: none"> <li>Increase Memberships and retention of members</li> <li>Reinforce Capability Network through Volunteer Management</li> <li>Promote competitive play with tournaments</li> <li>Support Coach and his Junior Programs to enhance pathways</li> <li>Build Junior Fixture</li> </ul>	<ul style="list-style-type: none"> <li>TQ Programs and tournaments</li> </ul>	<ul style="list-style-type: none"> <li>Club to drive</li> </ul>	<ul style="list-style-type: none"> <li>80+ Members at DEC 2021</li> <li>Succession Support for Fixtures Coordinators</li> <li>100+ Students per week at coaching in 2021</li> <li>16 kid Junior Fixture at DEC 2021</li> </ul>	
	 <b>Digital</b> <ul style="list-style-type: none"> <li>Develop Clubspark Website</li> <li>Develop Clubspark management tool modules</li> <li>Social Media plan and utilise TA assets on Facebook</li> <li>Develop a marketing budget</li> </ul>	<ul style="list-style-type: none"> <li>TQ Support for DDTA Digital officer</li> </ul>	<ul style="list-style-type: none"> <li>TDO to work with Club Digital officer/ Committee Member</li> </ul>	<ul style="list-style-type: none"> <li>Website updated by FEB 21</li> <li>Utilize TA assets of Canva</li> <li>Boost at least 10 posts in 2021</li> </ul>	
	 <b>Regional Events</b> <ul style="list-style-type: none"> <li>Host junior and open tournaments</li> <li>Support our members to play more events</li> </ul>	<ul style="list-style-type: none"> <li>TQ Tournaments team</li> </ul>	<ul style="list-style-type: none"> <li>President and Club Coach</li> </ul>	<ul style="list-style-type: none"> <li>50+ entry's at JDS</li> <li>70+ entry's at JT</li> <li>40+ entry's at BMO Open</li> <li>50+ entry's at DD Schools Sport</li> <li>30+ entry's at club champs</li> </ul>	
LONG TERM	 <b>Local Partnership</b> <ul style="list-style-type: none"> <li>Strengthen partnerships with Tennis Qld and Regional Assembly</li> <li>Local Sponsorships</li> <li>Work with Schools to promote facility use</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship Proposal Template</li> </ul>	<ul style="list-style-type: none"> <li>TQ provide proposal template</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>Identify 2 new high potential local sponsorship partners and send proposals</li> <li>Work directly with PE teachers at 5 local schools to advertise DDTA facility</li> </ul>	
	 <b>Sustainability</b> <ul style="list-style-type: none"> <li>Follow the Capital Improvement Plan (this doc)</li> <li>Financial Asset Management</li> <li>Volunteer Reward and Recognition program</li> <li>Prioritise efforts in Grant Applications</li> </ul>	<ul style="list-style-type: none"> <li>DDTA Aggregated Capital Improvement program</li> <li>Grant list</li> </ul>	<ul style="list-style-type: none"> <li>President and Vice President</li> </ul>	<ul style="list-style-type: none"> <li>Approve the Capital Improvement Plan in Feb 2021</li> <li>Aim for 6 high probability grants to apply for in 2021</li> <li>Manage DDTA down to an 8 court centre by prioritising capital into best courts.</li> <li>Reward volunteers on their contribution to DDTA with an end of season dinner</li> </ul>	