



INNISFAIL & DISTRICT TENNIS ASSOCIATION INC.

CLUB DEVELOPMENT PLAN 2011 TO 2016

PREPARED: NOVEMBER 2011

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I. EXECUTIVE SUMMARY

I.I THE PLANNING PROCESS

A Strategic Planning Workshop was held at the Innisfail & District Tennis Associations Inc.'s (IDTA) clubhouse on Sunday 28th August, and was attended by:

Stewart Lindsay, President
Mick Burgess, Vice President
Margaret Tinney, Secretary
Kathy Martin, Assistant Secretary/Grants Officer
Karla Cutts, Treasurer
Phil Miskin, General Committee

The workshop was facilitated by Melanie Wicks of The 20/20 Group and the agenda was divided into four key areas:

1. Mission and Vision Statements
2. SWOT Analysis
3. Priorities and Goals
4. Actions to Achieve Goals

This Club Development Plan documents the outcomes of the workshop, further consultations with committee members and desk top industry and market research.

I.I PRIORITIES AND GOALS

The priorities and goals for IDTA for the 2011/12 financial year (from November 2011) have been identified as:

- Develop a staged and structured maintenance schedule to plan ahead for resurfacing the courts.
- Develop a marketing plan to increase membership from 100 (current) by 10% per annum over the next five years.
- Develop a detailed financial strategy which includes sponsorship and other funding.
- Develop a facility improvement plan to cost, stage and prioritise a number of key areas.
- Update policies and procedures, and provide training and awareness of the procedures in four key areas.
- Write a volunteers handbook, and develop a strategy to attract and retain active volunteers.
- Document and implement a succession plan.

The actions to implement these priorities and goals are detailed in Item 6, Action Plan.



1. INNISFAIL & DISTRICT TENNIS ASSOCIATION INC.

1.1 A BRIEF HISTORY

Innisfail & District Tennis Association Inc. (IDTA) began in 1925 with two courts in Callendar Park on the banks of Johnstone River. Today, 86 years later, it operates from the same location but has grown to nine courts – seven of which are under lights – and currently has approximately 100 members.

In the early 1970s IDTA built a club house next to its courts, made possible through volunteer labour and donated materials. The (then) Johnstone Shire Council built the amenities block, which is now maintained by the club.

1.2 OPERATIONS AND ADMINISTRATION

IDTA is administered by a volunteer Management Committee which currently comprises the following members:

- Stewart Lindsay: President
- Mick Burgess: Vice President
- Margaret Tinney: Secretary
- Kathy Martin: Assistant Secretary/Grants Officer
- Karla Cutts: Treasurer
- Darren Westerhuis: General Committee
- Mike Ernst: General Committee
- Phil Miskin: General Committee

The Club's AGM is conducted on the last Sunday in November, and its financial year runs from 1st November to 31st October.

IDTA contracts two independent coaches who provide coaching and tennis lessons on a fee for service basis to members and non-members.

IDTA has a licence to occupy the land, which is owned by Council; although it technically owns the nine courts and club house is built through voluntary labour in 1973. As a result, it doesn't pay general rates, but does pay for services (water, waste collection etc). The club house includes a Pro Shop, canteen, a storage area and an offices for the coaches, with a photocopier and computers. It maintains its assets through the use of volunteer labour, except when it requires specialist services such as electrical or plumbing and cannot source these through its membership base.

1.3 REVENUE

At the time of the Strategic Planning Workshop in August 2011, IDTA had \$42,000 in a term deposit account and approximately \$20,000 in a savings account. It attracts its revenue from the following sources:

1.3.1 MEMBERSHIP

Membership is paid annually as follows:

- Adults \$100
- Children under 17 \$65



- Family (two adults, two children) \$210

(\$30 per individual from the above membership fees is paid directly to Tennis Queensland to cover players' insurance).

1.3.2 FEES

- Fees are charged for social fixtures on Thursday evenings at \$7 per member and \$10 per non-member.
- IDTA conducts two tournaments a year, both of which attract entry fees which vary depending on the age of the players.
- Non-members have to pay \$5/player for court hire.
- All players have to pay \$7/player to cover the cost of lights and balls during fixtures.

1.3.3 GRANTS

IDTA is mainly dependent on government and corporate grant funding to sustain its operations. For example, recent grant funding revenue has included:

- \$1,300 from Woolworths Community Grants which paid for junior tennis racquets.
- \$42,000 from the Department of Communities (Sport and Recreation) to pay for court lights
- \$5,000 from Department of Communities to pay for strategic planning and first aid training
- \$312 from the Heritage Building Society which paid for security screens on the club house doors.
- \$1,300 from Volunteers Grant to purchase office computer, printer and filing cabinets

In addition to grant revenue, in 2011 IDTA was also able to access funding through its cyclone insurance to replace fencing, pay for new awnings and have the courts cleaned.

1.3.4 SPONSORSHIPS

Nerada Tea has sponsored IDTA's Open Tennis Championships for the last 15 years, providing the funds to promote and run the event, provide winner's trophies, and over \$3,000 in prize money for the Open Division winners. Cardross Mining (based in Innisfail) has recently agreed to sponsor the annual Open Junior Tournament, contributing \$1,000 per annum for the next five years. Dymmic Timbers, (also based in Innisfail) paid for IDTA's insurance premium for 12 months. IDTA provides advertising signage around the courts for in-kind donations and support from other organisations.

1.4 FIXTURES AND TOURNAMENTS

IDTA's weekly and annual calendar of events comprises the following fixtures and tournaments:



EVENT	FREQUENCY
Seniors and Juniors Coaching	Monday to Friday nights
Doubles Tournaments (members only)	Monday nights
Adults Beginners Coaching	Tuesday nights
Singles Tournaments (members only)	Wednesday nights
Adult Intermediate Coaching	Wednesday nights
Disability Coaching*	Wednesday afternoon
Social Games (open to all)	Thursday nights
Adult Advanced Coaching	Friday nights
Open Junior Tournament	Annually in May**
Nerada Tea Open Tennis Championships	Annually in September***

Notes:

- * The disability coaching has been made possible through a Government grant of \$5,000 and will run for 20 weeks
- ** The Open Junior Tournament attracts Tennis Australia ranking points
- *** The Open Tennis Championships are open to adults and children

1.5 MISSION AND VISION STATEMENTS

The mission and vision statements for IDTA are:

1.5.1 MISSION STATEMENT

To provide a safe and enjoyable recreational environment and promote and develop tennis skills in Innisfail and surrounding areas.

1.5.2 VISION STATEMENT

IDTA provides a genre of health, fitness, social well-being and social inclusion so that everyone in the Innisfail region regardless of age, gender, ability and/or disability has the opportunity to learn and participate in the sport of tennis.



1.6 SWOT ANALYSIS

STRENGTHS

- Dedicated core membership
- Desirable location on the river
- Good facilities
- Sound and growing junior base
- Cross age membership
- School support group interaction
- Financially sound with prudent financial management
- No competition in the local area
- Friendly, inclusive culture

WEAKNESSES

- No covered courts
- Lack of marketing and promotional strategy
- Not enough active volunteers
- Lack of succession planning
- Insufficient policies and procedures and lack of awareness of existing procedures.
- Don't have a clear financial plan, including the attraction of sponsors, Government grants etc
- Ad hoc internal communications

OPPORTUNITIES

- Increase sponsorship revenue through a structured sponsorship plan
- Increase government funding (local, state and federal)
- Greater community awareness to increase membership and participation
- Build up social tennis participation by non-members
- Increasing the skills of executive and members through training programs around managing a club, ie first aid, court supervision, food safety, risk management
- Re-create the web page within the Tennis Queensland website
- Improve relationships with Council
- Increase volunteer participation

THREATS

- Maintenance and operational costs
- Loss of sponsorship and government funding
- Changes to Government policy around funding
- Competition from other sporting clubs
- Increasing commitments to other priorities and demands on discretionary time for both the executive and members
- Loss of income and continuity during wet weather
- Loss of population through natural disasters and economic cycles



2. INTERNAL AND EXTERNAL FACTORS FOR CONSIDERATION

2.1 INTERNAL

2.1.1 POLICIES AND PROCEDURES

IDTA currently has a child protection policy and sun safety policy, but not all committee members are aware of the policies or their contents.

A risk management assessment and contingency plan which were developed as part of the strategic planning workshop (and are detailed in Section 3 below) have made it apparent that IDTA needs the following policies and/or manuals at a minimum:

- Health and Safety
- Volunteer Management
- Executive Induction (to include all areas of governance, and financial management)

2.1.2 VOLUNTEERS

Like many sporting and community clubs of IDTA's size, much of the hands-on work and commitment comes from a dedicated core of committee and club members, while others prefer to just come and play tennis without contributing in any tangible sense to the general well-being of the club.

All members are asked for their preferences for volunteer work when they first join the club (ie, working bees, gardening, cleaning, canteen, maintenance etc) but despite best intentions it is extremely hard to get the required pairs of hands when they are needed and the work usually falls back on the core members, which is not a tenable situation in the long run.

It was determined at the Strategic Planning Workshop in August 2011, that IDTA needs to develop a Volunteers Handbook and a strategy to attract and retain active volunteers.

2.1.3 SUCCESSION PLANNING

Similarly, IDTA has no succession plan, which could place it in a compromising situation should the current Management Committee members resign without identifying appropriate replacements. It was considered prudent for the club to develop and implement a succession plan within the next financial year, including a Management Committee Induction Manual and PDs for the key committee roles.

2.1.4 MAINTENANCE AND IMPROVEMENTS TO EXISTING FACILITIES

The maintenance and improvements to existing facilities are an on-going challenge for the Management Committee, both in terms of financial resources and volunteer labour.



Several maintenance and improvement priorities were identified at the Strategic Planning Workshop, and it was agreed that a structured and staged facility improvement plan was required to ensure that any works undertaken were done so in a cost effective and financially prudent manner.

These priorities include:

- Change access from Fitzgerald Esplanade to Rankin Street cul-de-sac to include a disabled access point
- Upgrade toilets to disabled toilets
- Build a storage shed to increase storage capacity
- Improve seating/viewing facilities around courts, including sun shelters
- Change the access to courts 8 and 9 for safety reasons
- Extend and upgrade kitchen

2.1.5 MARKETING

IDTA does not have a marketing strategy and all promotional efforts to date have been ad hoc. Several opportunities were identified in this area, including:

- Identify a club member to take 'ownership' of the marketing and prepare a marketing plan for the next financial year.
- Improve internal communications to ensure the Club is maximising word of mouth and other benefits between members.
- Increase membership and participation in weekly/annual fixtures
- Build up social tennis participation by non-members (and endeavour to convert them to members)
- Re-create the web page within the Tennis Queensland website.

2.1.6 FINANCIAL MANAGEMENT

One of the identified strengths of the club is its prudent financial management and financially sound position. However, it was also agreed that the club faces seasonal challenges when cash flow is severely limited in wet weather.

The club doesn't have a clear financial plan, including how to attract and/or replace sponsors. It was agreed that IDTA need to develop a financial strategy which includes the best approach to sponsorships and other funding opportunities.

2.2 EXTERNAL

2.2.1 OTHER TENNIS CLUBS

Apart from IDTA there are 18 other tennis clubs in the Far North Queensland region:

1. Atherton Tennis Club Inc
2. Cairns Tennis Club Inc



3. Clifton Beach Tennis Club Inc
4. Cooktown Tennis Club Inc
5. Dimbulah Tennis Club Inc
6. Douglas Tennis Association Inc
7. Earlville Tennis Club Inc
8. Edge Hill Tennis Club Inc
9. Edmonton Tennis Club Inc
10. Freshwater Tennis Club Inc
11. Gordonvale and District Tennis Association Inc
12. Malanda Tennis Club Inc
13. Mareeba Tennis Club Inc
14. Mission Beach Tennis Club Inc
15. Ravenshoe Tennis Club Inc
16. Trinity Beach Tennis Club Inc
17. Tully Tennis and Social Club Inc
18. Woree Tennis Club Inc

Despite this high number of clubs, there are only three other regional tournaments a year - two in Cairns and one in Mareeba - apart from the two tournaments in Innisfail. This represents an opportunity for IDTA to build its profile as one of the more active and supportive clubs in the district.

2.2.2 CLIMATE AND CYCLONES

Innisfail is consistently under threat from tropical cyclones developing in the Coral Sea during the wet season. In addition, high rainfall in the wake of cyclones, combined with Innisfail's location on adjoining rivers, causes flooding to be commonplace, with varying degrees of severity. Innisfail suffered extensive damage in 2006 due to Cyclone Larry and received over 100mm of rain in the span of three hours.

Structural damage occurred over the entire township, power was effectively eliminated and clean drinking water was also compromised in many homes. Severe damage was done to crops and plantations (mainly bananas) which had a serious economic impact on the region. Cyclone Larry was a direct and primary cause of the widely reported and dramatic surge in banana prices in Australia. Inflated cost remained until farmers were able to meet demand again in early 2007. In February 2011 Cyclone Yasi hit the coast, but did not have the same catastrophic effect as Larry, for Innisfail as least.

Cyclones and severe weather conditions in Innisfail are a double edged sword for IDTA. While no-one would wish for a repeat of Larry or Yasi, they have at least enabled the club to access cyclone recovery funding for much needed maintenance and repair work at a time when cash flow is seasonally low. On a broader scale, Innisfail itself underwent something of an economic boom after Larry that stemmed from an influx of tradespeople and business eager to capitalise on the significant insurance payouts. According to reports local trade increased some 30% to 40%, as



opposed to expected increases of around 10%. The main industries remain predominately banana and sugar cane and have since recovered from the natural disaster. Outlying areas of Innisfail have also resumed manufacture of tea, pawpaws and other exotic fruits; and Innisfail remains a popular destination for backpackers seeking employment in the fruit picking industry.

However, cyclones and seasonal wet weather present a real challenge to the club in terms of cash flow during the wet season when substantially less people play tennis on a regular basis. Prudent management of the club's financial reserves is an essential component of the club's future success.

2.2.3 POPULATION AND LIFESTYLE CHANGES

According to the 2006 census, Innisfail has a population of 11,808. 23% are aged between 5 and 19, 21,5% are aged between 20 and 39 and 29% are aged between 40-59. 60% are either married, or in a de facto relationship, and 36% are either labourers or trade workers. The average family income is \$1,030 and the average individual income is \$415.

One of the main negative (long term) effects of the cyclones, combined with a general downturn in the economy has been a loss of population in the Innisfail district. While this is hard to quantify, and can only be based on anecdotal evidence until the new census data is released, it is widely believed that there are more people currently leaving the area than moving into it, which threat to the future growth of the club.

Added to this is the increasing commitment to other priorities rather than tennis, faced by both members and committee volunteers. Lifestyles, financial pressures and the general demands on discretionary time – particularly for families with children – can all take their toll on people's willingness and ability to play tennis, which are challenges IDTA must overcome in order to prosper.



3. RISK MANAGEMENT

Risk factors were investigated in the following categories at the Strategic Planning Workshop in August 2011:

- Human behaviour
- Technology
- Health and safety
- Economic
- Legal
- Political
- Property and equipment
- Financial
- Natural/environmental

Significant risks within each category were evaluated and rated according to the likelihood of occurrence and the consequences that would arise if they occurred, and placed in the relevant sector in the following matrix.

RISK MANAGEMENT MATRIX

Likelihood	Almost Certain		• Sports Injury					
	Likely		• Disruption to participation due to wet weather	• General injury or incident				
	Possible		• Break-in • Cyclone damage	• Loss of Nerada as tournament sponsor • Aggressive players • Aggressive spectators	• Loss of membership revenue and participation • Change of Government policy affecting grant funding	• Legal action through negligence		
	Unlikely			• Computer failure	• No improvement to local economy	• Safety of children from any form of abuse • Food poisoning		
	Rare				• Unable to meet costs/overheads	• Fire		
				Consequence				
				Insignificant	Minor	Moderate	Major	Significant

RISK RATING LEGEND

	Extreme		Medium
	High		Low



In assessing the risk, consideration was given to the degree to which the risk can be mitigated by appropriate action. The results of this assessment form the following contingency plan:

RISK MANAGEMENT PLAN

CRITICAL INCIDENT/RISK	PREVENTATIVE MEASURES	CONTINGENCY PLAN
<p>Likelihood: Almost Certain</p> <ul style="list-style-type: none"> • Sports Injury 	<ul style="list-style-type: none"> • Provide all new members with an information sheet on how to prevent sports injuries (ie warming up before playing, safety equipment and clothing etc). 	<ul style="list-style-type: none"> • Ensure insurance policy is adequate to cover any liability of the club through sports injuries.
<p>Likelihood: Likely</p> <ul style="list-style-type: none"> • Disruption to participation due to wet weather • General injury or incident 	<ul style="list-style-type: none"> • Not within Club's control • Ensure maintenance and improvement schedule is adhered to and any likelihood of general injury or accident within the club's sphere of influence is mitigated 	<ul style="list-style-type: none"> • Ensure cash flow is sufficient to cover overheads during prolonged wet weather periods • Plan ahead for covered courts (unlikely to happen in the next five years) • Ensure insurance policy is adequate to cover any liability of the club through sports injuries.
<p>Likelihood: Possible</p> <ul style="list-style-type: none"> • Break-in • Cyclone damage • Loss of Nerada as tournament sponsor • Aggressive players • Aggressive spectators 	<ul style="list-style-type: none"> • Policies and procedures to include responsibilities for making the premises secure from break ins when unattended • Not within Club's control • Ensure open lines of communication and engagement with Nerada at all times • Ensure Nerada is receiving all its benefits and acknowledgements as a sponsor • Provide all new members with an information sheet on player etiquette. • Display signage around courts regarding spectator etiquette and club requirements regarding behaviour, especially at tournaments. 	<ul style="list-style-type: none"> • Ensure insurance policy is adequate to cover any damage or theft as a result of a break-in • Policies and procedures to include action to be taken in the event of a break-in (ie reporting to police, alerting necessary committee members etc) • Ensure cyclone readiness plan is in place and everyone is aware of their responsibilities to make property and equipment safe and secure • Access disaster recovery funding to assist in repairs to property, sustainability of club etc • Prepare a proposal document for presentation to potential sponsors and continue to maintain a 'watching brief' for alternatives to Nerada should they pull out • Policies and procedures to include guidance for committee members/ tournament officials on how to manage aggressive players • Policies and procedures to include guidance for committee members/ tournament officials on how to manage aggressive players



CRITICAL INCIDENT/RISK (CONT/. . .)	PREVENTATIVE MEASURES	CONTINGENCY PLAN
<ul style="list-style-type: none"> • Loss of membership revenue and participation • Change of Government policy affecting grant funding • Legal action through negligence 	<ul style="list-style-type: none"> • Develop and implement marketing plan to increase membership and player participation • Continue to maintain a 'watching brief' for funding and sponsorship opportunities to increase revenue • Not within Club's control • Policies and procedures to cover Club's responsibilities and obligations to mitigate negligence claims 	<ul style="list-style-type: none"> • Ensure cash flow is sufficient to cover overheads if revenue falls • Stage maintenance and improvement schedule to ensure prudent financial management appropriate to levels of revenue • Prepare a proposal document for presentation to potential sponsors to replace revenue from government funding should it reduce • Ensure insurance policy is adequate to cover any negligence claims • If necessary, seek appropriate legal advice
Likelihood: Unlikely		
<ul style="list-style-type: none"> • Computer failure • No improvement to local economy 	<ul style="list-style-type: none"> • Include maintenance of IT equipment in maintenance and improvement schedule • Ensure regular back up and other protection systems for club data • Keep updated copies of club data in a secure location off-site • Investigate ways to update computer equipment as necessary (ie seek in-kind sponsorship from an IT service provider or computer retailer) • Not within Club's control 	<ul style="list-style-type: none"> • Policies and procedures to include requirements to back up all data and keep a copy in a secure location off-site • If required, replace computer equipment as a matter of urgency to minimise disruption to club administration • Ensure cash flow is sufficient to cover overheads if revenue or membership falls • Stage maintenance and improvement schedule to ensure prudent financial management appropriate to levels of revenue
<ul style="list-style-type: none"> • Safety of children from any form of abuse • Food poisoning 	<ul style="list-style-type: none"> • Induction process for new and existing committee members to include introduction to child safety policy • Provide all new club members with an information sheet on the club's child protection policy, and advise on how to protect their own, and other children • Develop new Health & Safety policy (to cover preparation and serving of food appropriate to the club's facilities and abilities) • Ensure everyone involved in volunteering in the canteen are aware of the safe serving of food policies 	<ul style="list-style-type: none"> • Child protection policy to include instructions on what to do in the event of any form of child abuse • Health & Safety policy to include instructions on what to do in the event of any form of food poisoning



4. PRIORITIES AND GOALS

- Develop a staged and structured maintenance schedule to plan ahead for resurfacing the courts.
- Develop a marketing plan to increase membership from 100 (current) by 10% per annum over the next five years.
- Develop a detailed financial strategy which includes sponsorship and other funding.
- Develop a facility improvement plan to cost, stage and prioritise:
 - Change access from Fitzgerald Esplanade to Rankin Street cul-de-sac to include a disabled access point
 - Upgrade toilets to disabled toilets
 - Build a storage shed to increase storage capacity
 - Improve seating/viewing facilities around courts, including sun shelters
 - Change the access to courts 8 and 9 for safety reasons
 - Extend and upgrade kitchen
- Develop policies and procedures, provide training and awareness for:
 - Risk management
 - Health & Safety
 - Volunteers
 - Executive induction
 - Existing: Child protection, sun safety,
- Develop a volunteers handbook
- Develop a strategy to attract and retain active volunteers
- Develop a succession plan, document it and implement it



5. FUNDING OPPORTUNITIES

5.1 QUEENSLAND GOVERNMENT – DEPARTMENT OF COMMUNITIES (SPORT & RECREATION)

The Department of Communities has a range of funds currently available for sports and active recreation, such as:

- **Active Inclusion Program**
The Sport and Recreation Active Inclusion Program supports communities by providing funding for activities that encourage greater participation, education and training, and volunteer development and recruitment to increase access to sport and active recreation for individuals and groups facing barriers to participation within the community.
- **Positive or it's pointless - Equipment Program**
This Program provides one-off funding to help sporting clubs, who are supporting the Positive or it's pointless ethos, to purchase sporting equipment relevant to their club.
- **Young Athlete Assistance Program**
This Program aims to assist young athletes within Queensland who have competed at a State or State School Championship, National or National School Championship or International Championship.
- **Children in Care Initiative**
The Department of Communities has recently allocated \$1 million in funding to help children in care participate in sport and recreation activities during 2010-2011.
- **Cyclone Yasi Funding**
Funding has been released by the Australian Government to support not-for-profit organisations affected by Cyclone Yasi.

Website for further details:

<http://www.communities.qld.gov.au/sportrec/funding/overview-of-all-funding-programs>

5.2 QUEENSLAND GOVERNMENT – OFFICE OF LIQUOR AND GAMING REGULATION

The Queensland Government established the Gambling Community Benefit Fund (GCBF) in 1994 to provide funding to community groups in Queensland. The GCBF receives money from taxes on Golden Casket lotteries, wagering, keno and gaming machines. It distributes these funds to not-for-profit community groups on a quarterly basis. One-off grants of up to \$35,000 are allocated to approved not-for-profit organisations to help them provide community services or activities that benefit the community.

Website for further details:

<http://www.olgr.qld.gov.au/grants/gcbf/index.shtml>

Similarly, the Reef Hotel Casino Community Benefit Fund (RHCCBF) provides one off grants of up to \$15,000 to not-for-profit community groups.

Website for further details:

<http://www.olgr.qld.gov.au/grants/RHCCBF/index.shtml>



5.3 OPTUS REGIONAL COMMUNITY GRANTS PROGRAM

The Optus Regional Community Grants program provides financial support for not-for-profit organisations that respond to the needs of local regional communities across the areas of sport, arts, environment, local community development projects and youth education initiatives. Grants of up to \$10,000 can be applied for. **Entries close 31 October 2011**

Website for further details:

<https://regionalgrants.optus.com.au/>

5.4 OURCOMMUNITY.COM.AU

OurCommunity.com is a social enterprise that provides advice, tools and training for Australian community groups. Included in its resources is EasyGrants, a monthly electronic newsletter providing information on all grants available to community groups. Subscription for not-for-profit groups is \$55/annum

Website for further details:

http://www.ourcommunity.com.au/funding/grant_main.jsp

5.5 GRANTS LINK.GOV.AU

GrantsLINK is a website for community groups which provides information on all relevant and current Government grants.

Website for further details:

<http://www.grantslink.gov.au/About.aspx>



6. ACTION PLAN

OBJECTIVE/PRIORITY	ACTION	DRIVER	WHEN	KPI
<ul style="list-style-type: none"> Develop a staged and structured maintenance schedule to plan ahead for resurfacing the courts. Develop a marketing plan to increase membership from 100 (current) by 10% per annum over the next five years 	<ul style="list-style-type: none"> Identify and prioritise requirements Document schedule Incorporate maintenance costs into financial strategy 	Stewart	End 2011	<ul style="list-style-type: none"> Schedule tabled and adopted by Committee in January 2012
	<ul style="list-style-type: none"> Identify club member with skills/time to develop plan Develop marketing plan Include action plan, budget and timing schedule into marketing plan 	Kathy	Nov 2011	<ul style="list-style-type: none"> Club member identified and agreeable to develop plan
<ul style="list-style-type: none"> Develop a facility improvement plan to cost, stage and prioritise identified works 	<ul style="list-style-type: none"> Committee to prioritise improvement works 	All	29.8.11	<ul style="list-style-type: none"> Marketing plan adopted and implemented by April 2012 Improvement works prioritised by September 2011
	<ul style="list-style-type: none"> Develop plan, establish costs and processes. This has been completed and can be found in Attachment 1 Incorporate into financial plan for staging 	Michael	Nov 11	<ul style="list-style-type: none"> Plan tabled and adopted by Committee in December 2011
<ul style="list-style-type: none"> Develop a detailed financial strategy to include sponsorships and other funding 	<ul style="list-style-type: none"> Prepare a 12 month budget for November 2011 to October 2012 	Michael/Phil	March 12	<ul style="list-style-type: none"> Implement plan in accordance with financial resources
	<ul style="list-style-type: none"> Develop five year forecasts and strategy to 2015/16 	Phil	Nov 11	<ul style="list-style-type: none"> Budget tabled and adopted by Committee in December 2011
		Phil	March 2012	<ul style="list-style-type: none"> 5-year forecasts tabled and adopted by Committee in April 2012



OBJECTIVE/PRIORITY	ACTION	DRIVER	WHEN	KPI
• Develop policies and procedures	<ul style="list-style-type: none"> • Use TQ templates as guides, or go to www.ausports.gov.au • Conduct further desk top research into policies and procedures for not-for-profit organisations and community groups • Draft policies for input from committee • Prepare training schedule for all committee members to be aware of new (and existing policies) • Finalise policies for adoption • Refer to other models (See Attachment 2) 	Kathy	March 2012	<ul style="list-style-type: none"> • Policies and procedures tabled and adopted by Committee in April 2012 • Training schedule implemented
• Develop Volunteers' handbook	<ul style="list-style-type: none"> • Conduct further desk top research into volunteers for not-for-profit organisations and community groups • Draft handbook for input from committee • Finalise handbook for adoption • Refer to other models (See Attachment 3) 	Kathy	March 2012	<ul style="list-style-type: none"> • Volunteers' Handbook tabled and adopted by Committee in April 2012 • Handbook distributed to volunteers
• Develop Volunteer Strategy	<ul style="list-style-type: none"> • Develop discussion paper with suggestions for consideration by committee • Committee to workshop ideas to attract and retain volunteers and provide guidance to Margaret to finalise strategy • Refer to other models (See Attachment 4) 	Margaret	March 2012	<ul style="list-style-type: none"> • Volunteer Strategy tabled and adopted by Committee in April 2012. • Strategy implemented
• Develop Succession Plan	<ul style="list-style-type: none"> • Develop discussion paper with suggestions for consideration by committee • Committee to workshop ideas to attract and retain volunteers and provide guidance to Margaret to finalise strategy 	Margaret	March 2012	<ul style="list-style-type: none"> • Succession Plan tabled and adopted by Committee in April 2012. • Strategy implemented



7. PROFIT AND LOSS BUDGET – NOVEMBER 2011 TO OCTOBER 2012

	NOV.	DEC.	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	TOTAL
INCOME													
Memberships	\$0.00	\$6,259.00	\$110.00	\$0.00	\$360.00	\$65.00	\$410.00	\$289.00	\$330.00	\$295.00	\$342.00	\$0.00	\$8,460.00
Canteen / Bar	\$269.35	\$1,473.70	\$230.10	\$106.25	\$330.45	\$303.18	\$2,179.15	\$134.95	\$20.10	\$1,477.25	\$3,764.95	\$535.30	\$10,824.73
Donations/Sponsorships	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000.00	\$0.00	\$0.00	\$6,000.00
Social Tennis	\$70.00	\$91.00	\$660.50	\$159.00	\$361.00	\$220.00	\$240.00	\$266.00	\$117.00	\$336.00	\$184.00	\$421.00	\$3,125.50
Senior Fixtures	\$372.00	\$0.00	\$0.00	\$0.00	\$302.00	\$162.00	\$435.00	\$162.00	\$1,400.00	\$70.00	\$140.00	\$94.00	\$3,137.00
Junior Fixtures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$829.90	\$1,009.90
Singles Fixtures	\$0.00	\$90.00	\$170.00	\$0.00	\$241.00	\$92.00	\$386.00	\$54.00	\$0.00	\$1,330.00	\$188.00	\$70.00	\$2,621.00
Grant - Dept Sport & Recreation	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00
Grant - Disability Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,076.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,076.00
Court Hire - Lights	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$99.00	\$0.00	\$0.00	\$0.00	\$53.00	\$0.00	\$152.00
Court Hire - Shute	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$168.15	\$0.00	\$0.00	\$0.00	\$440.00	\$76.00	\$684.15
TOURNAMENT INCOME													
Club Championships	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$908.00	\$0.00	\$0.00	\$908.00
Junior Tournament	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,269.40	\$0.00	\$0.00	\$135.00	\$0.00	\$0.00	\$3,404.40
Nerada Open	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$3,650.12	\$0.00	\$4,150.12
TOTAL INCOME	\$711.35	\$7,913.70	\$1,170.60	\$265.25	\$6,594.45	\$1,022.18	\$7,186.70	\$4,981.95	\$1,867.10	\$11,051.25	\$8,762.07	\$2,026.20	\$53,552.80
COST OF SALES													
Canteen/Bar Purchases	\$238.35	\$79.70	\$0.00	\$0.00	\$143.71	\$939.38	\$926.56	\$189.85	\$0.00	\$1,494.00	\$1,317.48	\$421.83	\$5,750.86
TOTAL COST OF SALES	\$238.35	\$79.70	\$0.00	\$0.00	\$143.71	\$939.38	\$926.56	\$189.85	\$0.00	\$1,494.00	\$1,317.48	\$421.83	\$5,750.86
GROSS PROFIT	\$473.00	\$7,834.00	\$1,170.60	\$265.25	\$6,450.74	\$82.80	\$6,260.14	\$4,792.10	\$1,867.10	\$9,557.25	\$7,444.59	\$1,604.37	\$47,801.94



	NOV.	DEC.	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	TOTAL
EXPENSES													
Advertising	\$327.60	\$90.00	\$0.00	\$0.00	\$0.00	\$60.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$477.60
Balls	\$190.00	\$0.00	\$0.00	\$0.00	\$570.00	\$0.00	\$485.90	\$0.00	\$0.00	\$575.80	\$0.00	\$0.00	\$1,821.70
Coach Fees	\$0.00	\$5,963.36	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,963.36
Coach Fees re Disability Grant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,576.10	\$0.00	\$3,576.10
Cleaning	\$0.00	\$6.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21.50	\$0.00	\$290.00	\$0.00	\$317.50
Consultancy Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,200.00	\$2,200.00
Electricity	\$334.35	\$356.30	\$306.10	\$0.00	\$503.20	\$0.00	\$746.10	\$425.15	\$345.65	\$388.05	\$485.55	\$500.55	\$4,391.00
Fees, Permits & Licences	\$0.00	\$42.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$42.20
Gas	\$0.00	\$0.00	\$0.00	\$0.00	\$39.60	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$39.60
Insurance	\$0.00	\$1,401.62	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,401.62
Internet	\$0.00	\$240.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$240.00
Miscellaneous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$52.00	\$132.00	\$0.00	\$0.00	\$731.68	\$0.00	\$55.00	\$0.00	\$970.68
Presentation - Catering	\$0.00	\$153.57	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$153.57
Presentation - Trophies	\$0.00	\$1,158.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,158.70
Postage	\$0.00	\$39.90	\$0.00	\$60.00	\$86.00	\$49.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$235.70
Printing & Stationery	\$13.50	\$0.00	\$0.00	\$29.95	\$35.25	\$0.00	\$0.00	\$7.50	\$0.00	\$19.20	\$93.10	\$0.00	\$198.50
Repairs & Maintenance	\$0.00	\$120.00	\$13.50	\$0.00	\$426.07	\$930.00	\$6.00	\$262.00	\$285.70	\$870.10	\$1,223.50	\$243.40	\$4,380.27
Telephone	\$46.84	\$0.00	\$96.21	\$44.23	\$30.76	\$55.06	\$45.85	\$68.97	\$54.38	\$76.51	\$87.33	\$60.02	\$666.16
Tennis Qld Affiliation Fees	\$0.00	\$1,055.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,010.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,065.00
Nerada - Advertising	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$167.40	\$0.00	\$167.40
Nerada - Postage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.20	\$0.00	\$0.00	\$25.20
Nerada - Referee Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$530.00	\$0.00	\$530.00
Nerada - Tournament Fees	\$0.00	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80.00	\$0.00	\$0.00	\$0.00	\$230.00
Nerada - Trophies/Prizes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,584.30	\$0.00	\$4,584.30
Junior C'ships - Referee Exp	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$530.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$530.00
Junior C'ships-Tournament Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$178.20	\$0.00	\$80.00	\$0.00	\$0.00	\$0.00	\$258.20
Junior C'ships-Trophies/Prizes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$544.60	\$0.00	\$0.00	\$0.00	\$45.00	\$0.00	\$589.60
TOTAL EXPENSES	\$912.29	\$10,776.65	\$415.81	\$134.18	\$1,742.88	\$1,226.86	\$2,536.65	\$2,773.62	\$1,598.91	\$1,954.86	\$11,137.28	\$3,003.97	\$38,213.96



	NOV.	DEC.	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	TOTAL
OPERATING PROFIT	-\$439.29	-\$2,942.65	\$754.79	\$131.07	\$4,707.86	-\$1,144.06	\$3,723.49	\$2,018.48	\$268.19	\$7,602.39	-\$3,692.69	-\$1,399.60	\$9,587.98
OTHER INCOME													
Interest Received	\$314.17	\$6.86	\$0.00	\$534.43	\$0.00	\$0.00	\$543.45	\$11.37	\$0.00	\$0.00	\$747.72	\$2.57	\$2,160.57
TOTAL OTHER INCOME	\$314.17	\$6.86	\$0.00	\$534.43	\$0.00	\$0.00	\$543.45	\$11.37	\$0.00	\$0.00	\$747.72	\$2.57	\$2,160.57
Other Expenses													
NET PROFIT/(LOSS)	-\$125.12	-\$2,935.79	\$754.79	\$665.50	\$4,707.86	-\$1,144.06	\$4,266.94	\$2,029.85	\$268.19	\$7,602.39	-\$2,944.97	-\$1,397.03	\$11,748.55



ATTACHMENT ONE |
FACILITY IMPROVEMENT PLAN



FACILITY IMPROVEMENT PLAN

1 ST QUARTER		2 ND QUARTER		3 RD QUARTER		4 TH QUARTER		TOTAL
ACTIVITY	COST EST	ACTIVITY	COST EST	ACTIVITY	COST EST	ACTIVITY	COST EST	
2012								
Safety railings front of clubhouse	\$1,000	Garden/storage shed	\$15,000	Canteen upgrade (exhaust fan, remove wall)	\$1,000	Rankin St entrance, disabled ramp/steps	\$7,500	
Toilet renovations	\$2,000	Shade cover, court 5-6	\$4,000	Reseal canteen floor	\$3,000	-	-	
Total 2012	\$3,000		\$19,000		\$4,000		\$7,500	\$33,500
2013								
Court 8-9 pathway access	\$2,500	Court resurfacing 2x2 or 1x3	\$25,000	Canteen upgrade. Security roller winder server	\$5,000	Repaint clubhouse exterior	\$1,500	\$34,000
2014								
Access driveways court 6/7 and court 2	\$2,500	Court resurfacing 2x2 or 1x3	\$25,000	Fence around shed area	\$2,000	Repaint clubhouse interior	\$1,500	\$31,000
2015								
Canteen upgrade, cupboards/storage	\$2,500	Court resurfacing 2x2 or 1x3	\$30,000	Extend roof line Fitzgerald Esplanade pathway	\$2,000	Shaded viewing area court 1	\$1,500	\$36,000
2016								
Shaded viewing court 3	\$1,500	Court replacement court 5	\$40,000	-	-	Lights for courts 8/9	\$45,000	\$86,500

TOTAL \$221,000

