



BUSINESS & DEVELOPMENT PLAN

For

Lesmurdie Tennis Club 2020/2025

Prepared for: Lesmurdie Tennis Club (Incorporated)

By:

John Daff, President

Vince Kinsella, Secretary

Financial Plan: 1 July 2020 to 30 June 2025

Review Date: June 2022

COMMERCIAL AND IN CONFIDENCE

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ACKNOWLEDGMENT

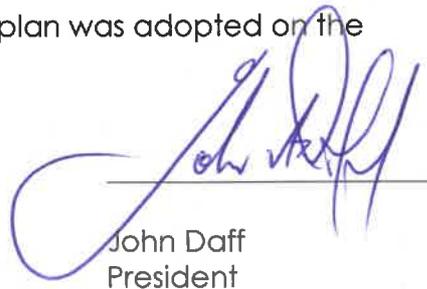
The Business & Development Plan for Lesmurdie Tennis Club for the period 1st July 2020 to 30th June 2025 is approved by the Committee of the Lesmurdie Tennis Club.

The 2020/2025 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 Lesmurdie Tennis Club, a commitment is undertaken to achieve and strive towards exceeding the requirements of the plan.

Special acknowledgement is given to our major sponsor, Community Bank, Forrestfield & High Wycombe Bendigo Bank, having contributed \$20,000 in grants over the past three year. Support from Racquet Shop, SG Enviro and Matthews Hughes MLA is also acknowledged with proceeds from Court naming rights going directly to Junior coaching and development

It is hereby acknowledged that this business plan was adopted on the 11th August 2020.



John Daff
President

10/8/2020
Date

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EXECUTIVE SUMMARY

The Lesmurdie Tennis Club (Incorporated) is a community based and operated not for profit sporting club whose main purpose is to provide for, and promote, the playing and general advancement of the game of tennis.

The Clubs' strategy is **Growth** and **Sustainability**.

The Club **Growth** strategy aims to recruit and maintain a membership of approximately 200 members of all classifications to ensure maximum utilisation of the facility to provide the best benefits back to the Community and investment by the City of Kalamunda.

The Clubs **Sustainability** strategy aims to grow and maintain its future fund to an adequate level to ensure the long-term infrastructure refurbishment and maintenance need can be serviced from this fund, with assistance of the City of Kalamunda and other available Government or Affiliated Association grants without having to levy memberships or charge extreme membership fees.

This Business Plan sets out a 3-5-year strategy with planned infrastructure refurbishment and budget plans including inspirational targets and goals for club activities. The Plan should be reviewed and updated biannually and will form the basis of a guide for the current and successive Executive Committees of the Lesmurdie Tennis Club (Incorporated)

This Business Plan has considered, and incorporated where relevant, the **Kalamunda Advancing 2027 Strategic Community Plan**.

It acknowledges that the Club is one of the "community groups, (that) may also be engaged in delivering the long-term objectives." It also incorporates the stated values including "Courage: We make brave decisions and take calculated risks to lead us to a bold and bright future"

Contributions can be made in the following areas:

Priority 1 - Kalamunda Cares and Interacts

Looking after our people and providing our people with social and cultural enjoyment. By applying the strategy "1.2.3 Provide high quality and accessible recreational and social spaces and facilities bold and bright future" including courts and fences.

Priority 2 - Kalamunda Clean and Green

Delivering environmental sustainability and maintaining the integrity of the natural environment. By applying strategy "2.2.2 Use technology to produce innovative solutions to reduce power ..." when improving facilities like upgrading energy efficient to LED lighting

Priority 3 - Kalamunda Develops

Supporting our local economy and using our land and assets diversely and effectively. By optimising the use of the facilities.

The Business Plan has considered, and incorporated where relevant, the strategic priorities and development principles of **Tennis West Strategic Facilities Plan 2018**.

These are increasing venue access and use, enhancing facility capacity, developing stakeholder partnerships, and prioritising infrastructure investment.

It is consistent with the Development Principle to ensure 'quality, capable and functional' facilities are delivered, and sustainable outcomes are achieved.

The club acknowledges its status as a District Centre. It is aware of Tennis West's strategy to "*partner with the Shire of Kalamunda to investigate opportunities for a significant venue redevelopment that delivers a Regional Tennis Centre. Possible opportunities exist at Forrestfield, Kalamunda and Lesmurdie.*"

The timing of such redevelopment is unclear but future planning of the club facilities will assume any redevelopment will not occur before the end of the current lease expiry option in 2035.

VISION & MISSION

Our Vision

To be recognised by the Lesmurdie/Kalamunda Community as a leading Tennis Club in the City of Kalamunda.

Our Mission

The Lesmurdie Tennis Club is a family friendly community-based sporting club in Lesmurdie.

Our aim is to provide a fun, safe, competitive, and enjoyable environment that encourages all participants to reach their full potential no matter what their aspirations may be.

We will do this by providing the best possible facilities in an environment that aims to cater for all needs.

Our success will be measured by the pride our members take in the club and the role models we produce within our community.

Our Purpose

The purpose of the Lesmurdie Tennis Club is:

- To provide for, and promote, the playing and general advancement of the game of tennis;
- To encourage participation in the game of tennis, and particularly participation in the game of tennis in a sporting manner and in a spirit of friendship;
- To provide for the playing of other tennis related or athletic activities that the Committee deems appropriate;
- To provide and maintain from the funds of the Association, facilities and amenities for members and their guests;
- To facilitate community engagement through tennis and promote inclusion to create a positive sense of community belonging; and
- To build a strong relationship with Tennis West, including by affiliating with Tennis West.

Our Values

- Respect and tolerance of self and others
- Honesty
- Open communication
- Friendship and fellowship

ACHIEVEMENTS TO DATE

The Lesmurdie Tennis Club (incorporated) came into being in 1964/65 tennis season and was established on its current site located at 22 Falls Road, Lesmurdie.

The facility was built on land allocated by the City of Kalamunda. The original club house was built by the members and included 6 courts which were bitumen paved.

The club was incorporated on the 13 June 1975 and operated as a Constituted Association under the name of Lesmurdie Tennis Club Incorporated.

The club has been upgraded with loans, grants and the good will and hard work of its members since foundation. Currently the club includes a comfortable club house, recently renovated, extensive paved and shaded outdoor area, four recently refurbished (2019) plexi-paved hard courts and four synthetic grass courts, two of which have recently been refurbished (2018) which are all under lights.

In 2011 the club house was extended to include more internal space for members functions, a bar, disabled toilet, and secure store room.

In 2018 the club replaced two of the synthetic courts and refurbished the club house toilets. The effort was supported by grants from the WA Labour Government and our new major sponsor Bendigo Community Bank.

In 2019 upgraded all court lighting with light banks 5-8 completely re-wired with completely new fittings. Courts 1-4 refurbished with new tray gear and globes.

The club has over the past 7 years commenced a future fund to further capital improvements and court refurbishment. This fund is added to each year to ensure a sustainable club which will continue to support and provide for the future.

The club has established a solid relationship with the City of Kalamunda who has continued to support improvements and initiatives of the Lesmurdie Tennis Club.

The club continues to draw upwards of approximately 180 members per year and offers all forms competitive, social, and junior tennis programs.

MARKET RESEARCH

DEMOGRAPHICS & STATISTICS – City of Kalamunda

The City of Kalamunda [community profile](#) enables you to analyse the population characteristics of your community, understand how they have changed over time and how they compare to other areas. This profile answers most of frequently asked socio-demographic questions and assists Council, the public, students, community groups, organisations, business, and investors to become more informed about the community.

How will the City of Kalamunda's population change?

The answer to this question is critical to the City to predict the services that will need to be delivered in the future and to focus those services in the most appropriate areas. It is also important to many businesses. It informs them about how demand for their products and services will change. It enables smart businesses to position themselves to take advantage of these changes.

The information will tell you the population, number of dwellings, people in each year of age and the type of household's people are living in. The data is available by suburb which enables you to aggregate the numbers to any required catchment area.

Forecasts are available for each year from 2011 to 2036.

- **Forecast Profile**

The forecasts are designed to provide community groups, Council, investors, business, students and the public with knowledge to make confident decisions about the future. [\[view more information\]](#)

- **Community Profile**

The profile answers most of frequently asked socio-demographic questions and assists Council, the public, students, community groups, organisations, business and investors to become more informed about the community. [\[view more information\]](#)

- **Economic Profile**

The profile presents economic information that provides the area's role within the broader economy, explore options for economic development and promote the area's strengths. The information presented in this section is derived from official sources of information - [Australian Bureau of Statistics](#) as well as Australia's leading economic modelers, [NIEIR](#). [\[view more information\]](#)

Summary

The City of Kalamunda encompasses 324km² Distance from Perth 24 km Population of 58,955 (June 2016)

Number of Dwellings: 19,682

- The population is predominantly of North West European descent
- Over 66% of people in the City were born in Australia (35,805)
- Area of Parks & Recreation: 175ha developed
- Length of Roads: 624km constructed, 599km sealed

(Footnote: Information from the City of Kalamunda website)

The Lesmurdie Tennis Club is one of five tennis clubs in the City of Kalamunda, the others being Kalamunda, Maida Vale, Forrestfield, and Rangeview. Lesmurdie is by far the most successful and well patronage club, with regular Competition, Social and Junior programs.

The Lesmurdie Tennis Club has a 10 x 10 years lease on the facility with the City of Kalamunda which was signed in the 2015/16 season. The second 10 lease needs to be exercised in 2024/25 year. The lease fee is a peppercorn rent with requirements to jointly manage the facility with the Shire to ensure it is meeting is public and community expectations.

The Lesmurdie Tennis Club currently has more than 170 members, approximately 50 members are part of the Junior Program, 50 members are involved in regular intra-club competition and pennants and there are about 50 members who participate in social tennis throughout the year.

The annual club calendar includes:

- Junior Program – October - April
- Intra-club Competition – weekly school terms
- Tennis West Pennants – Saturdays (Adults) Sundays (Juniors)
- Midweek Ladies Pennants
- Cardio Tennis – Mondays – school terms
- South Suburban Tennis Association – Saturdays - Summer
- Midweek Social Tennis - Wednesday
- Summer Social Twilight Tennis - Friday
- Club championships – April/May over 2-3 weeks
- Kaye Turner Cancer Tournament – October
- Hills Grand Slam – January/February/March
- Other invited tournaments

The clubs 8 courts are all under lights and available when not pre-booked for club competition, social events or in use by the Club Coach.

The Club has appointed high performance tennis coach, Mr Cameron Fenner of Frontier Tennis as the club coach. Cameron offers individual, group and high-performance coaching at the club by appointment and can regularly be seen at the club with many of his young protégés every afternoon from about 4 pm until early evening.

The Lesmurdie Tennis Club aspires to meeting Tennis Australia' strategic vision of:

- Maximising Community Engagement
- Enable, Viable, Vibrant Clubs
- Provide Quality Competitive Opportunities
- Create World Leading Athletic Pathways

3-5 YEAR STRATEGY

The Committee of the Lesmurdie Tennis Club strategy for the next foreseeable future is:

- **Growth and Sustainability**

The club has approximately 190 members spread across a range of ages from juniors to senior veterans. The club needs to continue to recruit and draw membership from the local community to remain sustainable.

The Committee would encourage new members to participate and be involved with the management of the club as it struggled to attract new voluntary committee members.

The club needs to continue to run its successful annual calendar of tennis and social events whilst trying new tennis products marketed by Tennis Australia such as Fast 4, Cardio Tennis and Hot Shots to ensure we stay relevant.

The Committee is committed to the Tennis Australia strategy to 'Grow Great Clubs' and as such members of the Committee attend all Tennis Australia Forums and Events to ensure our voice is heard and we are an active participant.

The Club has developed a future fund and this plan will set out a proposed court and facilities refurbishment plan to ensure our facilities at the best they can be and attractive to current and new members.

A forecast of membership growth is provided in the table below based on the club membership history.

The club membership is limited by the number of courts and size of the facilities we currently provided. To increase membership past 200 would require any increase in courts and infrastructure provided. The club is currently surrounded by residential housing and a restricted reserve and its unlikely the City of Kalamunda will relinquish any of the reserve for expansion. The club is operated and managed by a volunteer committee and the general community downturn in volunteering means that the committee is likely to see an increase in volunteering to meet the requirements of such a growth project.

Table 1

Membership Targets								
	Target							
Year ending	2019	2020	2021	2022	2023	2024	2025	2026
Adult	131	137	141	145	145	145	145	145
Junior & FTS	35	39	43	48	48	48	48	48
Others (Non-Playing)	4	4	6	7	7	7	7	7
Total	170	180	190	200	200	200	200	200

Annual Operations - Goals, Targets and Tactics

The Lesmurdie Club sets out the following annual goals and targets.

Membership

The Committee believes that 200 members is the optimum number of members to achieve club sustainability. With competition tennis well supported, the Committee believes that to increase the core membership by approximately 50 members we will have to offer more social tennis to grow the club. A recent review of fees indicated that we fail to charge a significant difference for non-members to participate in organised activities. All non-member fees have increased 100%, which has seen the membership increase by 10 members just for the Wednesday social tennis which is becoming one of the most popular regular programs. Over time we see this assisting us reach our goal.

Calendar of Events

The Committee continues to support the Captain's calendar of tennis which is a cyclic in nature with the addition of external tournaments which we try to support as a club rather than as individuals. The club has a strong base which to deliver competitive, intra-club, social and junior tennis programs. To optimise the utilisation of the facility to ensure we remain current the Committee has trialled all of Tennis Australia's new tennis initiatives such as Fast Four, Cardio Tennis and Hot Shots.

A Fast Four short tournament was held during the summer 2019/20 which was well supported in aid of bushfire relief appeal and will be held when there is a break of normal tennis program.

The Club also trial 'Open Court Sessions' as supported by Tennis Australia but a failure to promote the idea fully as stated had a low uptake and full calendar of event was not completed. It is unlikely to be a regular fixture.

Cardio Tennis was commenced with the club coach in 2017 and continues with a regular 10-12 people each week, using the session a regular training.

The club coach runs hot shots and continues to grow the program locally.

The club has also introduced regular Sunday Social Tennis on the first Sunday of each month in the 2017/18 season. This has generally worked well, but over summer has some calendar clashes with other tournaments and in winter is affected by the weather and AFL fixtures. We will continue to work this into the regular calendar of events.

Tennis

Tournaments

The Committee continues to support three major tournaments at the club each year.

1. The Kay Turner Memorial Cancer Tournament and acknowledges the great contributions of the Captain Margaret Weir and member Dolly Meates at coordinating the event each year and Mr John Ferguson as the tournament director.
2. The Hills Grand Slam Tournament is a joint enterprise between Midland, Kalamunda, Lesmurdie, and Maidavale Tennis Clubs. The Committee recognises the great contribution of the multi club committee and the benefits this four-stage tournament brings to all the clubs involved.

3. Club Championships is an annual event comprising of men's and ladies' singles, doubles, and mixed doubles. The Committee recognises the significant contribution by the Club Captain and Junior Coordinator for bringing this event together over 2-3 weeks each year.

Coaching

The Committee has appointed Mr Cameron Fenner, high performance coach of Frontier Tennis as its coach for a contracted period. The coach's contract is regularly reviewed by the Committee and updated according to changing circumstances. The current committee do not foresee this changing.

The Committee are very pleased with the contribution of Cameron to the club in the development of new and junior players. As such back in 2017/18 the club engage Cameron to support the Junior Program run by the club with a full-time coach on Saturday mornings which is a value add to the program. This agreement is still in place and the club has a very successful junior program with children coming from other municipalities to participate.

Cameron is engaging with the Committee and members to offer individual and group coaching to members and others. Cameron and his team can be seen utilising the facilities extensively Monday to Friday evening and Saturday mornings. We support and look forward to a continuing relationship with Cameron.

Refurbishment

Previous Committee have committed to a future fund which the current Committee supports. This Committee has established that the future fund needs to have approximately \$8,000 in funds deposited each year on year to ensure that there will be enough funds to sustainably maintain the main playing infrastructure of courts, fencing and playing lights.

ANNUAL GOALS, TARGETS AND TACTICS

Programs and Services

Goal – Increase overall use of the Lesmurdie Tennis Club from 70% to 80%

Target 1

Increase membership base from 180 members (30 June 2020) to 200 members by (30 June 2023).

No	Tactics	By When	Who
1	<i>Establish Adult beginner coaching sessions under club coach Friday nights commencing October</i>	October each year	Membership committee Club Coach
2	<i>Increase social tennis participation-introduction of Sunday Social and grow Wednesday Social</i>	July/June each year	Membership committee

Target 2

Improve member retention.

No	Tactics	By When	Who
1	<i>Conduct 4 social events other than Annual Presentation Dinner and Christmas Party</i>	September December February June	Membership committee

Target 3

Increase casual court hire from 15 hours per month in (30 June 2020) to 30 hours per month by (30 June 2021).

No	Tactics	By When	Who
1	<i>Assess online booking system with secure key at the club for entry.</i>	July/June	Membership committee
2	<i>Offer free Friday night tennis for the public</i>	January 2021	Membership committee

ANNUAL GOALS AND TARGETS AND TACTICS - Continued

Target 4 Increase Junior Program involvement

No	Tactics	By When	Who
1	Pay for club coach to support junior program	Oct-Mar	Club Captain

Racquet Bar

Goal – Maintain profitability 100% above cost

No	Tactics	By When	Who
1	Perform reviews of cost price v selling price	As required	Bar Manager
2	Set up roster of authorised managers to ensure optimisation of the facility with tennis	Annually	Bar Manager

Merchandise

Goal – Ensure 100% accounted for and sold

No	Tactics	By When	Who
1	Ensure marketing signage is posted in the Club House, website and notice in monthly newsletter	Monthly	Committee appointed persons

Signage & Sponsorship

Goal – Secure sponsors of \$1,000 per annum

No	Tactics	By When	Who
1	Sponsor naming rights for court sponsors for \$200 per year of \$500 for 3 years	Upon engagement	Committee appointed person

MANAGEMENT OBJECTIVES AND ACTIONS

ASSET MANAGEMENT

The Lesmurdie Tennis Club facilities are owned by the City of Kalamunda and leased to the Lesmurdie Tennis Club (Incorporated) on a 10 x 10 lease agreement. All regulatory compliance inspections and maintenance is undertaken and coordinated by the City of Kalamunda.

All minor maintenance valued under \$1,000 is the responsibility of the Club. The club must manage all minor works and ensure compliance with building codes, Australian Standards and Occupational Health and Safety regulatory requirements. Where minor maintenance is going to exceed \$1,000 prior approval is required by the City of Kalamunda who will also consider reimbursement of the costs.

All minor maintenance undertaken by the club must be recorded in the Shire's facility maintenance register which must be made available to the Shire on request.

Refurbishment of the playing and recreational infrastructure is the Clubs responsibility to plan, fund and implement so that the Club can continue to meet its stated objectives and strategy. The City of Kalamunda is open to applications to funding support to major projects such as court resurfacing, lighting, fencing and facility upgrades as required.

RISK MANAGEMENT

The Management Committee of the Lesmurdie Tennis Club and its members will in good faith and intent take all reasonable steps to keep informed and minimise the risk of harm or injury to the clubs, its infrastructure, members and visitors to the facility.

Where practicable the Committee undertakes to make themselves aware of the general principles and guidelines of risk management in accordance with AS/NZS ISO 31000:2009.

The Club is an incorporated body, has public liability insurance and director's indemnity insurance.

The Management Committee will undertake to meet its requirements under the occupational health and safety act to maintain a safe place to work.

The club has a first aid kit and defibrillator in place and clearly marked. The club will undertake to provide a register of currently trained first aiders and ensure that the facilities that are provided are maintained to the manufacture's requirements.

VOLUNTEER DEVELOPMENT

Interested in volunteering for the Lesmurdie Tennis Club Management Committee or assist in any of the other positions?

Things you should know before undertaking a volunteer role:

When you volunteer to be a member of a management committee you are participating in a valuable community service. Volunteers have responsibilities to the committee so that the Lesmurdie Tennis Club can be well managed. Volunteers also have rights so that the responsibility of management of Lesmurdie Tennis Club is shared by all committee members.

Your rights as a Volunteer:

- To be listened to.
- For your ideas and opinions to be respected.
- To be free from excessive demands on your time and energy.
- To be provided with support, information, and clear directions from other members of the committee and members of the club in relation to their requirements.
- To be provided with support and information from volunteers and staff of Tennis WA and any other external stakeholder.

Your responsibilities as a Management Committee member:

- To develop an understanding of the issues affecting the provision of a quality tennis facility.
- Responsibilities to support members and committee, respect needs and rights of members and committee and to understand their duties and the line of responsibility to each other.
- The body ultimately responsible for all decisions made.
- Responsible to the community that uses the facility.
- Accountable to members and other funding bodies for funds it receives
- Accountable to Tennis West for the provision of courts and facilities to meet appropriate standards.
- Legally incorporated Management Committee.
- Governed by the constitution.
- Can develop and extend skills and knowledge.
- Bound by regulation and legislation which protect the rights of members and players within the facility.
- To understand and support philosophies and policies of Tennis West and any other affiliated Association.
- Licensee of the club and responsible for the legal requirements associated with the Liquor Licence.
- Property manager on behalf of the City of Kalamunda.
- To attend meetings regularly, be an active participant, share in the decision-making and the workload.
- To respect confidentiality.
- To be realistic about the commitment you make to the committee and the time you have available.
- To speak up if you feel concerned or confused, over-worked or under-worked.

MANAGEMENT OBJECTIVES AND ACTIONS - CONTINUED

BUDGET FORECAST

Lesmurdie Tennis Club 2020/2021 Budget					
*Excludes Cancer Tournament Turn over					
Income	Number	Rate	Amount	Total	Notes
Memberships					
Adult (Full Year)	90	\$100	\$9,000		
Adult Pro Rata (average)	20	\$60	\$1,200		
Full Time Student	5	\$50	\$250		
Full Time Student Family Linked	7	\$25	\$175		
Junior	15	\$25	\$375		
Junior Family Linked	32	\$0	\$0		
Life Members & Coach	11	\$0	\$0		
Total Memberships	180			\$11,000	
Playing Fees					
Social Tennis (Wednesday & Sunday)	750	\$2	\$1,500		50 events/ave 15 persons
Social Tennis (Friday)	300	\$2	\$600		20 Events/ave 15 persons
Junior Club	20	\$0	\$0		
Thursday Nights Summer (18 weeks)	576	\$5	\$2,880		18 events/32 persons
Thursday Nights Winter (18 weeks)	432	\$5	\$2,160		18 Events/ 20 persons
Various Pennants & Club Champs			\$3,500		
Total Playing Fees				\$10,640	
Court Hire				\$800	
Coaches Charge				\$1,500	
Bar Receipts				\$8,000	
Hills Grand Slam			\$1,000		
Cancer Tournament			\$0		
General & Social Functions			\$7,000		
Total Fund Raising				\$8,000	
Clothing Sales				\$200	
Bank Interest				\$500	
Sponsorships (Signage etc)				\$1,000	
Total Income				\$41,640	
Expense					
Club House (Cleaning & Sanitation)				\$3,000	
Courts & Grounds Maintenance				\$3,000	
Kitchen Tea & Coffee & Biscuits etc				\$1,000	
Stationery				\$400	
Affiliation				\$2,924	
Penant Registrations				\$2,000	
Tennis Balls				\$2,000	
Electricity & Water				\$3,000	
Telephone & Internet				\$1,000	
Website				\$200	
Trophys & Prizes				\$2,000	
Bar Stock Purchases				\$4,000	
Bar Costs Licence etc				\$400	
Junior Coaching				\$1,000	
Social Function & Fund Raising Costs				\$6,000	
Sinking Fund Allocation				\$8,000	
Operating Surplus (Discretionary Spending)				\$1,716	
Total Expense				\$41,640	
Note 1 Cancer Tournament Transactions removed					
Note 2 Major asset maintenance items paid from sinking fund.					
Note 3 WA Govt Synergy Credit \$2500 not included					
Note 4 WA Govt Licence Fee Credit \$400 not Included					
Note 5 Affiliation for 21/22 will be \$2552.					

CAPITAL WORKS & FUTURE FUND

Lesmurdie Tennis Club - Major Asset Replacement and Improvements - Sinking Fund Analysis

Financial Year Ending	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26
Balance in Sinking Fund (at start)	\$50,000	\$40,000	\$48,000	\$35,000	\$9,000	\$10,000
PLUS Annual Allocation Deposit	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Available Funds	\$58,000	\$48,000	\$56,000	\$43,000	\$17,000	\$18,000
Less Funds Required						
Courts 1 & 2 Resurface Synthetic Grass (2018)						Year Next Service Due 2032
Courts 5-8 Repainting (2020)						2030
Courts 3 & 4 Resurface Synthetic Grass (2004)				\$30,000		2037
Replace/Upgrade Fencing Crts 5-8 and 1-2 (253 mtrs)			\$21,000			2063
Replace/Upgrade Fencing Crts 3-4 (106 mtrs)					\$7,000	2063
Realign and replace dividing Fence Crts 2-3 (37 mtrs)	\$5,000					2063
Retaining wall courts 1 & 2 and fence realignment	\$13,000					N/a
Replace all lighting with LED (Review 2025)				\$4,000		2025
Shade Sail Replacement						2028
Sinking Fund Balance	\$40,000	\$48,000	\$35,000	\$9,000	\$10,000	\$18,000
Annual Allocation Calculated as follows						
	Total Cost	Life Span Years	Less Expected Grants	Club Funds Required	Annual commitment	
Sythetic Courts \$30K each x 4	\$120,000	14	-\$60,000	\$60,000	\$4,285.71	
Hard Courts Re Painting \$8k each x4	\$32,000	10	-\$20,000	\$12,000	\$1,200.00	
Fences Crts 5-8 & 1-2 \$150 per metre x 300 mtrs	\$45,000	40	-\$20,000	\$25,000	\$625.00	
Fences Crts 3 & 4 \$150 per metre x 100 mtrs	\$15,000	40	-\$9,000	\$6,000	\$150.00	
Metal Hallide Globe Replacement 16 x \$300	\$4,800	5	\$0	\$4,800	\$960.00	
Shade Sails	\$5,000	10	\$0	\$5,000	\$500.00	
Replace all lighting with LED (Review 2030)	\$70,000	30	-\$70,000	\$0	0	
Total Annual Sinking Fund Target					\$7,720.71	
Note All Estimated Costs based on 2020 Values. No allowance for inflation						

ACCOMPANYING NOTES & ASSUMPTIONS

1. Starting bank \$50,000
2. Each financial year minimum \$8,000 deposit

We have delivered on all items so far in our 2018 –23 Plan which did forecast a sinking fund balance of \$43,000 at 30 June 2020. At this stage it looks like we will have a balance around \$50,000 which puts us in a strong position to start.

The plan identifies a time and a cost of all the major assets that will need to be replaced and estimates an annual \$ allocation so these can be done when needed.

For example, Synthetic Courts 1 & 2 have an estimated life span of 14 years. Estimated cost to replace these in 2032 will be \$60,000 (less \$30,000 expected from grants). The club will make provision of about \$2,000 per year into the fund.

This is the time we identify what we might want to in the future. Court lighting, I suggest is not an issue, as current infrastructure is good for 10 years before considering LED.

Fencing and drainage is a project that could be considered and is not quotes at this time

Synthetic courts 3 & 4 require a wear check and review expected life span is another 2-3 years ((\$55k).

BUDGET - CONTINUED

ADMISSION FEES AND CHARGES

Membership and Playing Fee Schedule - LESMURDIE TENNIS CLUB - from 1 July 2018		
	FEE	INCLUDES
Membership (1 July - 30 June)		
Adult (Age 17 and Over)	\$120	\$2 Social Tennis, Free day use of courts, Free WiFi One free sibling junior member or \$30 Student, Tennis West Affiliation including Accident Insurance and pennant eligibility
Full Time Student (age 17-23)	\$60	
Full Time Student (age 17-23) with Adult Parent Member	\$30	
Junior (Age 16 and under)	\$30	Free access to courts with Adult supervision only
Junior (Age 16 and under) with Adult Parent Member	\$0	
Non Playing (Social)	\$30	Social events only. Visitor Fees Payable if playing
Associate/Special (Single Pennant Season)	\$60	
Notes		
<i>Membership renewals due by 30 August each year</i>		
<i>50% Discount on new members joining after 1 January each year</i>		
<i>Pay next year and get rest of this year free from 1 April each year</i>		
<i>Payment plans available</i>		
Court Hire		
Members		
Day	\$0	
Night - synthetic grass	\$10/court/hour	
Surcharge for guests (day or night)	\$2/guest/hour	
Non-Members		
Day	\$10/court/hour	No court restriction Correct footwear at all times
Night	\$20/court/hour	
Club Events		
Social - Sun Afternoon	\$2/member Visitors \$8	courts, balls, club facilities, tea/coffee/biscuits
Social - Wed Morning*	\$2/member Visitors \$8	courts, balls, club facilities, tea/coffee/biscuits
Social - Fri Twilight Summer	\$2/member Visitors \$8	courts, balls, lights, club facilities, tea/coffee/biscuits
Intraclub - Thursday night	\$5/member; \$3/Jnr & FTS	courts, balls, lights, club facilities, tea/coffee/biscuits
Pennants - South Suburban Mixed- Summer	\$5/member	courts, balls, club facilities, tea/coffee, registration
Pennants - Tennis West Sat Men's - Summer and Winter	\$7/member	courts, balls, club facilities, tea/coffee, registration
Pennants - Tennis West Midwk Ladies' - Summer and Winter	\$8/member	courts, balls, club facilities, tea/coffee, registration
Pennants - Tennis West Juniors Green & Orange ball	\$4/member	courts, balls, club facilities, tea/coffee, registration
Pennants - Tennis West Juniors - Summer and Winter	\$5/member	courts, balls, club facilities, tea/coffee, registration
Junior Social Tennis - Saturday morning	\$0/member Visitors \$5	courts, old balls, club facilities
Club Championships	\$10	Maybe varied at Committee discretion

BUDGET - CONTINUED

PROPOSED MINOR ASSET & SERVICE EXPENDITURE

It is proposed that the following items be purchased over the next 3-5 years of this plan. All purchases are subject to the availability of funds and must be approved by the Committee on each occasion.

Solar Panels, \$8k (subject to grant being received)

Book a Court System (\$1k – \$10k) subject to system obtained

Refurbish brick paving to improve drainage and remove safety hazards (\$5k)

Install decorative stainless steel or similar fencing around shade sail area. (2k)

Supply and install UPS (uninterruptable power supply) for security system (\$1k)

Bus stop type shelter adjacent to courts 3 & 4 (\$5k)

Security screens for 3 x clubhouse windows and upgrade access security door to club house (\$3k)

Repair Puff Ball damage on courts 3 & 4 (\$2k)

Club house heating /cooling (\$5k)

