

**DATED:**  
JUNE 2022

# STRATEGIC PLAN



## **MIDLAND LAWN TENNIS CLUB**

VISION 2022 TO 2025

**MIDLAND LAWN TENNIS CLUB**  
MIDLAND SPORTS COMPLEX  
PATTERSON DRIVE, MIDDLE SWAN



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**ACKNOWLEDGMENT**

The Annual Business & Development Plan for Midland Lawn Tennis Club for the period 1<sup>st</sup> January 2022 to 1<sup>st</sup> January 2025 is approved by the Committee of the Midland Lawn Tennis Club.

The 2022/2025 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 Midland Lawn Tennis Club, a commitment is undertaken to achieve and strive towards exceeding the requirements of the plan.

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

\_\_\_\_\_

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

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## EXECUTIVE SUMMARY

This plan provides a vision for the future of the Midland Lawn Tennis Club and follows a three year process of planning for development and improvement for the primary goals related to:

- Significantly increase in memberships;
- Improve on the club's financial viability;
- Reintroduce the Junior Club, with coaching support and parent involvement by September 2022;
- Improve our relationship with Local Government;
- Engage City of Swan maintenance and 'restoration' process of our grass courts to maintain longer play periods;
- Improve member involvement and participation in club based events;
- Establish a sub-committee for application for grants and sponsorship to resurface the hard courts in December 2022;
- Enhanced organisational structure and engage with the committee members to actively participate in assigned roles;

### Business Profile

The Midland Lawn Tennis Club has a long and distinguished history. Founded in 1901, it is one of the oldest tennis clubs in the East Metropolitan Region. Imbued with a rich tradition and history and now integrated with modern facilities with a rich and diverse community spirit.

We take great pride in presenting ourselves as a friendly, welcoming and inclusive tennis club for all level of players. As a regional tennis centre, we are able to run AMT tournaments and are seen to be the premier tennis club of choice for the foothills region. Our Club is managed by its members who are all passionate, willing and eager to participate. We offer a social and competitive calendar to both senior and junior players in a relaxed and friendly environment. Our player development program see's juniors move to state league, and we have competitive pennants options for Junior and Senior players.

### Features:

- Modern facilities maintained by the City of Swan.
- Top class coaching team.
- Facilities catering for competitive and social aspects of participation for all levels of play.

### Facilities:

Located at Midland Sports Complex on Patterson Drive Middle Swan the Midland Lawn Tennis Club currently consists of:

- Twelve grass courts
- Four Hard courts with lights
- Complex administration office facilities, Club house and storage for equipment
- A large Conference/Function room suited for all activities
- A bar facility
- A large equipped kitchen for catering needs
- Two large clean bathroom/change facilities including showers
- Outdoor social areas
- Onsite floodlight sealed parking within close proximity to Centre entrance.

## CLUB VISION & MISSION STATEMENTS

### Club Vision

Our Vision is to provide a vibrant, healthy and progressive club that thrives on fostering tennis in an environment where everyone will be given the opportunity to maximise their potential as individuals and athletes, in social and competitive play.

### Mission Statement

Our mission is to develop a tennis centre to facilitate the growth of participation in tennis for social and competitive play in the foothills region, and to serve up a great tennis experience for all ages, abilities and backgrounds.

### Our values:

- Participation
- Sportsmanship
- Integrity
- Enjoyment
- Community



**84 MEMBERS**

SENIORS | JUNIORS | PENNANTS | LIFE MEMBERS



**COACH**

EXCELLENT COACHING TEAM AND  
LONG STANDING RELATIONSHIP



**9 LEAGUE TEAMS**

SATURDAY MENS OPEN & LADIES OPEN  
MIDWEEK LADIES 45+ GRASS  
U18 SUNDAY GIRLS STATE  
U15 JUNIOR BOYS | U13 MIXED ORANGE BALL



**VOLUNTEERS**

VOLUNTEER BASED COMMITTEE



**COURTS & FACILITIES**

12 GRASS COURTS | 4 HARD COURTS  
CLUBHOUSE | BAR & KITCHEN | OFFICE  
PLAYGROUND | SHARED HALL AND ABLUTIONS



**TOURNAMENTS**

15th RUNNING OF HILLS GRAND SLAMS

## MANAGEMENT STRUCTURE

### Business Profile

A Committee of Management has been established from a dedicated membership base from the Club.

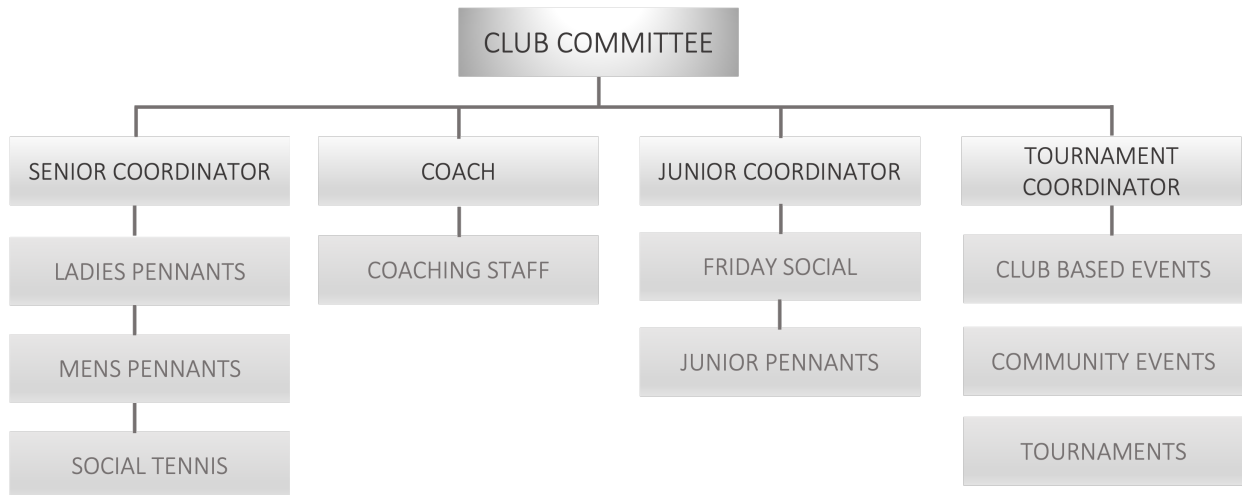
In managing the operation of Midland Lawn Tennis Club the Committee is directly responsible for financial stability and ongoing growth.

### Standing Committees

The rules by which the standing committees operate are outlined in the Constitution of the Midland Lawn Tennis Club, available on our website.

### Organisational flowchart

With the relevant member support this would be the ideal organisational structure. Currently the Junior Coordinator and Tournament Coordinator roles are to be fulfilled.



## ORGANISATION HISTORY

### The City of Swan

The City of Swan is the largest metropolitan local government area within metropolitan Perth, Western Australia and is one of the fastest growing urban corridors in Australia. At over 1042 square kilometres, it offers a diverse range of business spaces from rural through to high tech industrial and a diversity in the workforce to match. With a residential population that is predicted to double in size over the next 15 years. The City of Swan contains within its boundaries the area known as the Swan Valley with its associated coastal plains to the west; the Ellenbrook and Lower Chittering Districts to the north; and the Hills District to the east. It also contains the historic towns of Guildford and Midland to the south. It thus comprises the major and most populated parts of areas which were known since the early days of the Swan River Colony as the Swan District. The City of Swan can trace its lineage directly back to the Guildford Town Trust and the Swan Districts Roads Committee. The Swan City Council is therefore an historic body, which administers an area of great importance in the history of the State of Western Australia.

### History of Midland Lawn Tennis Club

The Midland Lawn Tennis Club is one of the oldest tennis clubs in the state. It was founded in 1901 and has been in active operation every year since. During this time it has moved through several sites, all within the City of Swan however it has always been near the centre of the Midland business area.

The original few grass courts available were developed and maintained for and by the serious tennis players who had lived in the Midland area for generations. Players at the Midland Lawn Tennis club played competitive tennis from the start and would have been amongst the first affiliates of Tennis West and their pennant arrangements.

The population was constantly expanding during 1900's due the development of the Midland abattoir complex and the Railway workshop complex. In surrounding areas of Middle Swan and Herne Hill horticulture was growing with an expanding grape industry resulting in an increase in the migrant community. This largely foreign population were typically non-tennis playing people. In the early days the pressure to expand in a largely working class and immigrant area was minimal.

During the 1950s the club was relocated to the central Midland sporting complex in the centre of Midland with a small clubhouse and seven grass courts. Over those years the membership grew steadily but was always constrained by the limits of grass. There were no hard courts and no space for expansion. Junior programs were always present with a club emphasis on strong social play, plenty of pennant teams and club championships every year

Due to the limited number of only grass courts there was no night time play, no winter play and no general court hire to the public.

This was the situation at MLTC till the 1990s. If you lived in the area and were a serious tennis player you played at Midland. The odd court in another part of the Swan got some use and an occasional club for a few years but eventually the serious player ended up at MLTC or another recognised club outside the area.

Rapid growth took place during the 1980s and 1990s. The population increased from 53,000 in 1991 to nearly 93,000 in 2006, with most of this growth in the new urban areas of Ellenbrook, The Vines, Ballajura, Stratton and Jane Brook. Population growth is expected to continue, particularly in the Northern Growth Corridor (Ellenbrook and West Swan). Significant redevelopment activity is expected in the Midland Redevelopment Area.

During the 1990's a number of State Government Services relocated their central offices to the City of Swan and the inner Midland business district in a move to decentralise services in the Perth area. This brought a new population of workers and their families to the area resulting in a large demand for housing and facilities. The City of Swan realised it also had to expand sports and recreation facilities to meet the needs of the growing and changing demographics in the area

So it was in the latter part of the 1990s was moved to twelve purpose built lawn courts grassed with National Park Turf , a winter resistant type to give a longer season, in a state of the art administration and bar/function centre immediately surrounded by Bowls, Football and Baseball facilities. This complex is in a greater open area known as North Swan Recreation Park containing the State Velodrome , Midland aquatic and basketball centres , netball centre and callisthenics hall.

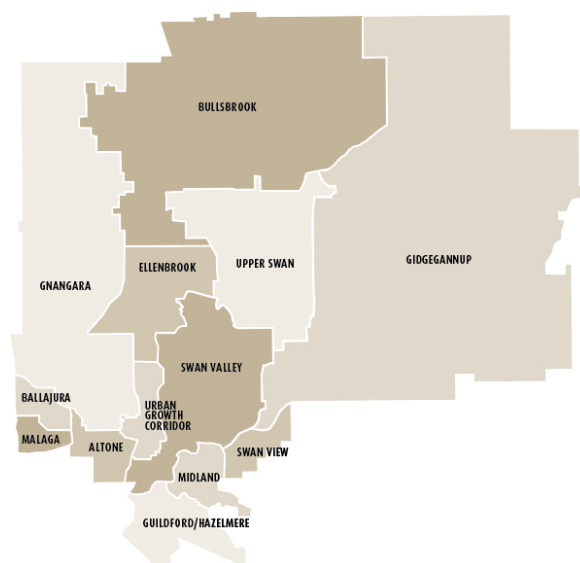
MLTC quickly expanded its membership and built four hard courts under lights to allow the club to function as a fully integrated 12 month facility.



## Key Statistics

Covering approximately one fifth of the Perth metropolitan area, the City of Swan is home to 12 local areas of culturally rich and diverse communities, living in a variety of situations including high density activity centres, the hills and rural lifestyle settings.

The twelve local areas that are addressed in LAPs are Altone, Ballajura, Bullsbrook, Ellenbrook, Gidgegannup, Guildford/Hazelmere, Malaga, Midland, Swan Valley, Swan View, Upper Swan and the Urban Growth Corridor. The Swan Valley LAP will be developed after the Swan Valley Planning Scheme is gazetted. The City will not undertake a LAP in Gnanagara unless development occurs in the area.



The City of Swan Estimated Resident Population for 2020 is 152,372, with a population density of 146.0 persons per square km.

The City of Swan is located on the north-eastern fringe of Perth, 10-50 kilometres north-east of the Perth CBD.

The City of Swan Community Profile provides demographic analysis for the City and smaller areas within it based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures.

Population

**152,372**

ABS ERP 2020

Land area

**1,044**

square km

Population density

**146.0**

persons per square km

### Selected subpopulation categories

export reset

City of Swan - Total people (Usual residence)	2016			2011			Change
	Number	%	Greater Perth %	Number	%	Greater Perth %	
Population group							2011 to 2016
Males	65,770	49.7	49.6	53,321	49.8	49.6	+12,449
Females	66,673	50.3	50.4	53,733	50.2	50.4	+12,940
Aboriginal and Torres Strait Islander population	3,802	2.9	1.6	3,247	3.0	1.6	+555
Australian citizens	106,061	80.1	78.3	89,020	83.2	80.0	+17,041
Eligible voters (citizens aged 18+)	76,697	57.9	59.1	63,972	59.8	60.6	+12,725
Population over 15	103,653	78.3	80.9	82,861	77.4	80.8	+20,792
Employed Population	62,682	91.7	91.9	52,616	95.2	95.2	+10,066
Overseas visitors (enumerated)	1,077	--	--	536	--	--	+541

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by id (informed decisions).

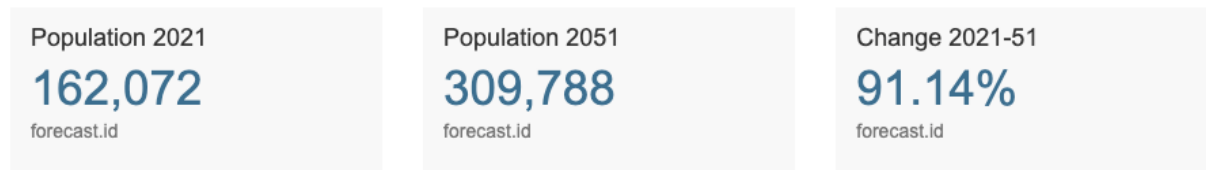
Please refer to specific data notes for more information

# MLTC STRATEGIC PLAN 2022 - 2025

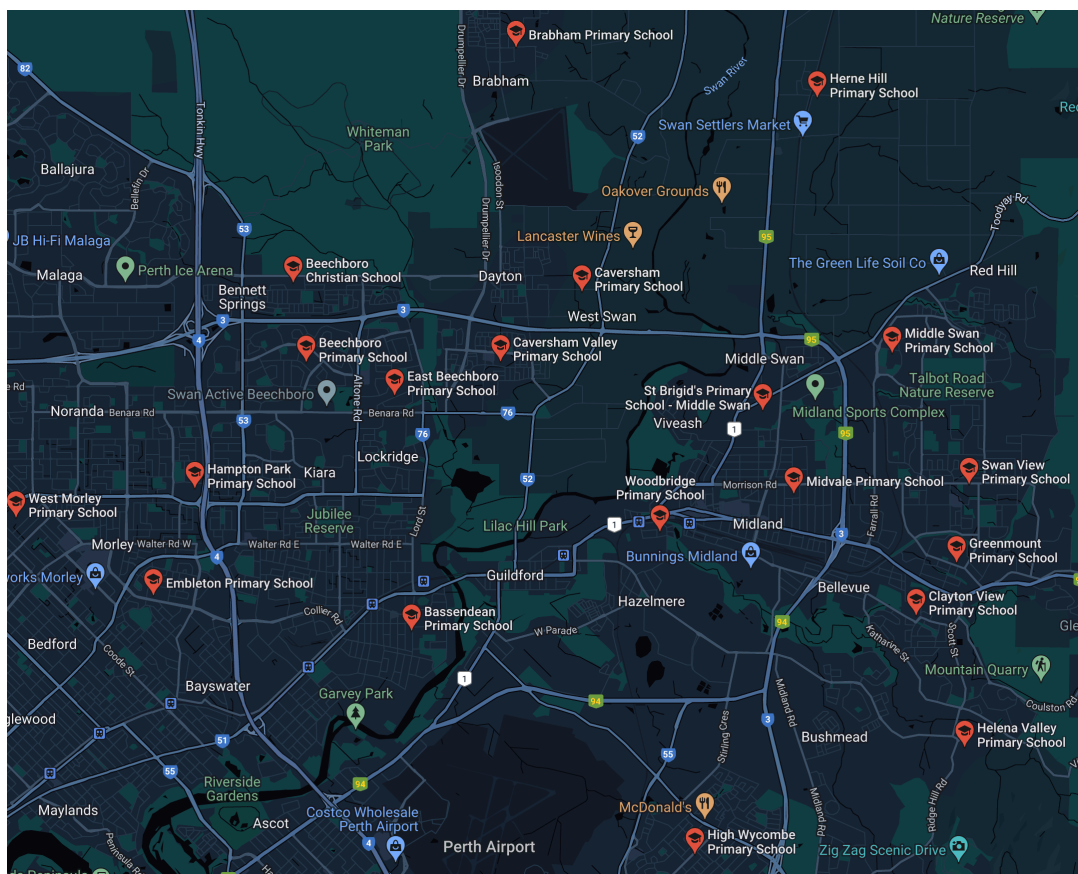
The City of Swan population forecast for 2021 is 162,072, and is forecast to grow to 309,788 by 2051.

The City of Swan population and household forecasts present what is driving population change in the community and how the population, age structure and household types will change each year between 2016 and 2051.

The forecasts are designed to provide community groups, Council, investors, business, students and the general public with knowledge to make confident decisions about the future.



The City of Swan and the approaching area in proximity to The Midland Lawn Tennis Club includes up to 20 Primary Schools with the potential to engage and promote Friday Junior Club and Junior Pennants.



## ACHIEVEMENTS TO DATE

**Historical longevity...**The club has developed the culture to successfully exist for 120 years. It has records and club artefacts as a base to support any future existence, development and expansion.

**Competitive Tennis longevity...**The club has developed the culture to play competitive tennis, both at a social level and an intra-club level over every year of its 120 year existence

**Administrative longevity...**The club has developed a successful administrative culture. Part of the club artefacts include the minute books of the early years indicating a very long history of regular , proper meetings with audited financial statements etc. The club follows proper constitutional protocols mandated by its legal Incorporation and commitments to Tennis West and the City of Swan agreements.

**Adult Pennant participation...**Albeit some continuous decline in membership we continue provide Adult Pennant teams in both Saturday, Sunday and Midweek leagues. Adults participate in summer and winter pennants, providing teams for Saturday afternoon, Wednesday morning and Sunday mornings. A total of 5 teams are involved.

**Junior Pennant participation...**The club has a very long history of providing junior pennant teams.

### **Increased Tournaments become annual events**

- **Hills Grand Slam...**series of 4 day long events at each of 4 surrounding clubs. Catering for up to 24 mixed teams of 4 adults. Played over the 3 grand slam surfaces. Administered by MLTC.

**Senior Club Championships...** held over several weekends. This event dates back generations at MLTC as evidenced by the honour boards hanging in the main auditorium. Participation is the main emphasis with plate events being held in most categories.

**Junior Club Championships...**held independently of adult championships. A popular program with participation from junior members.

**Senior club social events...**A speciality of the club is the focus on Wednesday morning social play. Morning tea is held each Wednesday with cakes, announcements etc. Special lunches are held at Christmas and Easter. Fundraising events such as the Cancer Council Biggest Morning Tea has seen to be very popular and proven with significant funds raised towards the charity.

**Pilates Classes...** a Pilates class has been run for almost 12 years from the club house and from the support of participation have raised funds towards the club with continuous growth year on year. Although not directly related, the group was started by a fond tennis player who have resorted to Pilates as her alternative sporting activity.

## MAJOR ASSUMPTIONS

Critical success factors and issues facing the organisation

### **STRENGTHS**

- Established club, 120 years of history
- Quality grass courts
- Well maintained facilities
- Good coaching staff
- Only large Tennis Club in the area
- Tennis West Affiliated Club

### **WEAKNESSES**

- Volunteer capacity and time
- Current limited membership numbers
- Limited funds from membership
- Limited funds from fundraising and sponsorship
- Lack in parent involvement and fewer Junior members

### **THREATS**

- Ageing membership
- Memberships are on decline year on year
- Junior participation are on the decline
- Competing with smaller clubs and school based programs
- City of Swan leasing agreement and court maintenance provision
- Loss of Juniors to other clubs or sports

### **OPPORTUNITIES**

- Opportunity for growth of membership
- Plenty of space for future development
- Growing population in the area of City of Swan support
- Funds from grants and fundraising
- Community business groups that's untapped

## 2022 - 2025 STRATEGY

### FUTURE

Based on the continuous decline in memberships and junior participation the future of Midland Lawn Tennis Club is at great threat. To ensure we continue our 120-year strong heritage we must develop and focus on the following key areas:

- Increase Memberships and participation
- Improve our financial stability and growth
- Develop and increase fundraising initiatives and sponsorships
- Effective volunteer management plan
- Reintroduce the Junior Program
- Increase our club's general awareness and promote our location
- Improve and develop relationships with City of Swan Council, Local Government

The Midland Lawn Tennis Club have enthusiastic members and long-standing life members that continue to work hard to keep the Club's heritage alive. The continued challenges over the years have seen a steady decline in the interest of tennis in general and Club based member and non-member engagement.

Our Club has seen great success in its efforts across all forms of events, from social participation to running state league tournaments. The current conditions and effects we have seen during 2020 has impacted on our financial stability and most importantly loss in membership and volunteer participation. We must establish a new vibrant community buzz for tennis as a sport that is not only competitive, but fun and all inclusive.

As a volunteer-based Club, we know that our volunteers do not necessarily have the time, but they have the **heart** for this sport. It's time we bring back the heart to tennis lovers in our community

### IMPACTS

Key impacts we've seen over the last 3 to 5 years (to no fault of our own) are:

- Relationship with City of Swan and current status of our leasing agreement is negatively impacting on the positive growth of the club
- Financial running costs of the business vs income received will see us running at a loss in 4 year time
- Cultural behaviour "set in our way" approach may be detrimental to future development of the club
- Volunteer turn over and active involvement in the success of the Club
- Coach and parent involvement on the committee to actively help in running Club programmes

## 5 Strategic Pillars

01

Membership Retention & Recruitment

02

Financial Stability

03

Facilities Development

04

Junior & Senior Tennis Development

05

Governance and Child & Safeguarding

01

Membership Retention & Recruitment

### Membership Retention

- **Ensure good communication and engagement with members**
  - o Provide resources to support continuous website and social media updates, including quarterly newsletters.
- **Gauge member satisfaction**
  - o Run relevant survey of current and past members.
  - o Identify and report on why members leave annually, where possible.
- **Develop a more sociable culture in the Club**
  - o Review social committee objectives with aim to improve the club's social scene, consider bringing back Saturday morning teas and a social committee.
  - o Identify initiatives to encourage Juniors and Seniors to participate in club-based events.
  - o Bring back Saturday morning teas and encourage more social club behaviour and interaction.

## Membership Recruitment

- **Brand Awareness**
  - o Run social media campaigns to reach targeted potential players and encourage returning to tennis, coaching, social and competitive options.
  - o Engage local newspaper and PR opportunities to promote the club and its success.
  - o Must introduce better directional signage towards the club and where it's located.
  - o Continued social media and website presence.
- **New Member Introduction packs**
  - o Create a new member introduction pack that's available to returning or new members.
- **Convert Junior Pennant players into long term advocates for our Club**
  - o Run a junior club championships and family fun day events to encourage participation with the club outside of pennant seasons.
- **Community Open Days / Events**
  - o Run a community open day event optimised with available grants through Tennis West.

## 02

### Financial Stability

- **Review membership fees and policies**
  - o Ensure they are fair and competitive.
- **Maintain operational budgets and present in monthly committee meetings**
  - o Prepare a 3-year budget to correlate with the Strategic Plan.
- **Fundraising Initiatives**
  - o Develop 2 – 3 key fundraising initiatives throughout the year to drive vital income needed i.e Bunnings Sausage Sizzle, Raffles, and Donations.
- **Court Hire**
  - o Actively pursue the option to install the Tennis West Court Hire functionality on the hard courts for members and non-members as an additional revenue income stream.
- **Develop/Grow Club Sponsorship from local community businesses and from our members**

## 03

### Facilities Development

- **Children's playground upgrade**
  - o Application required for shade sail to be added over playground.
- **Provision of "restoration" of Grass courts**
  - o Actively pursue planning and feasibility to "restoration" of all 12 grass courts for longer playing periods.
  - o Actively pursue and engage with City of Swan to ensure the "restoration" for 2022 is done correctly to be of premium condition for play and prepare and ready for our Open Day the first week of October.



- **Provision of Hard courts resurfacing in December 2022**
  - o Set up a sub-committee to manage grants and associated fees for resurfacing the 4 hard courts
- **Provision of future development and additional courts**
  - o Review the original planning and ground landscape to build additional hard courts / synthetic with lights. Would be outside the 2025 planning.
- **Equipment review and upgrades**
  - o Develop a stock list of current equipment and current conditions i.e Table, Chairs, Umpire Chairs, First Aid, Court Sweepers, Nets, Ball Machine

## 04

### Junior & Senior Tennis Development

#### Junior Tennis Development

- Design plan and implement a modern junior development programme for junior members of all levels.
- Promote that we are a KidSport approved club for grants parents can apply for

#### Adult Tennis Development

- Plan and implement a programme for adult members of all abilities – includes development, competitive and social play

#### Review of coaching structure and roles

- Delivering high quality and inclusive coaching and play programmes

#### Nurture and support pennant teams drawn from the membership

- Create pathways for juniors and seniors to enter pennant teams
- Form a permanent tennis sub-committee to support selection and management of pennant teams

### 4.A Junior Tennis Participation and Development

- **Increase participation of new and existing junior members**
  - o Events organised for all abilities
  - o Engage the coach and parents in the development of a Junior Club programme for all ages and levels i.e Friday Junior Club
  - o Set goal for number of juniors we want involved (25 – 30 benchmarks aged 8 – 12)
- **Create a games-based (match plays, competitions) approach to playing tennis**
  - o More organised events in the club and encourage player to play external competitions
- **Improve retention rate of teenage juniors and ease of transition to senior tennis**
  - o Juniors of appropriate level to play in Senior events and all Pennant leagues
- **Target surrounding School and Club programmes**
  - o Host tournaments for surrounding schools and club-based programmes
- **Develop player pathways**



- From junior player state league, to coaching, umpiring or even a committee member

## 4.B Senior Tennis Participation and Development

- **Provide more organised events**
  - Cater events for different groups, mixed, family or new members
  - Based on member survey, consider bringing back Friday twilight evenings
- **Balance Participation and Performance**
  - Continue to provide Pennant league and competitive play for all standards
  - Provide relevant coaching / development programmes for adults
  - Promote the use of courts outside of allocated "Social" days and the use of equipment like the ball machine for easy practice sessions

05

Governance and  
Child & Safeguarding

### Governance

- **To aspire to the highest standards of governance relating to:**
  - Financial Management
  - Member and Staff Recruitment
  - Adherence to Tennis West and Tennis Australia Codes of Conduct
  - Policies relating to Communications, IT and Member Data
- **The Constitution**
  - Review of Constitution to ensure its fit for purpose in the current environment
  - Update any By-Laws on a timely manner

### Child Safeguarding

The requirements to protect all children in our care, and indeed all our members, cannot be overstated. The consequences of not delivering on this strategic objective are potentially very damaging for the club.

- **Follow Tennis West Best Practice and Guidelines**
  - Nominate and select a committee member to complete the Tennis West safeguarding workshops for clubs.
- **Risk Assessment & Safeguarding Statement**
  - Complete annual risk assessment and take appropriate actions as required
- **Achieve Safeguarding Compliance with Tennis West Guidelines**
  - Follow the number of requirements which all stakeholders should have in place to ensure they are compliant with the guidelines, including coaches.
- **Ensure appointment of Children's Officers – one male and one female**
  - Complete Safeguarding training courses for club representative
- **Management Committee**
  - Ensure Child Safeguarding is on the agenda at all committee meetings

## **ACTION PLAN & DEADLINES**

On approval of the Strategy, identify actions and responsibilities, with associated and realistic timelines.

## **BUDGET**

Develop and insert a 3-year budget plan aligned to the proposed strategy

## **RISK MANAGEMENT**

### **HEALTH & SAFETY**

Sport Safe Policy (refer to Appendix A)

### **Intellectual Property**

- Formalise process for saving legal documentations and filling including a hard drive back-up every 3 months managed by the Secretary.
- Process should be easy for new volunteers to find and pass on when committee members change.
- Current systems in place for Membership details on Club Spark through Tennis West platform access and our member email newsletter and communications via Mailchimp.