



**MURRUMBATEMAN  
TENNIS CLUB**

## MURRUMBATEMAN TENNIS CLUB STRATEGIC PLAN 2021-2023

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**Approved by MTC Committee August 2021**

Action Review Date: 1<sup>st</sup> March 2022

Plan Review Date: 1<sup>st</sup> September 2022

### Club Vision

***Tennis is the all-year-round sport of choice for Murrumbateman's young and old***

### Club Mission

***To promote and develop the lifetime sport of tennis for all to create a happier, healthier Murrumbateman community***

### Club Purpose

1. To promote, encourage and advance the game of tennis in Murrumbateman and region.
  2. To maintain and develop a first class local tennis facility on behalf of the Murrumbateman community.
  3. To provide a wide range of social, competitive and developmental tennis experiences for our members.
  4. To raise the standard of tennis in our community across all age groups and categories.
  5. To promote a welcoming, safe, diverse and inclusive environment for all our players.
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## Club SWOT Analysis

### STRENGTHS

- Good overall governance – incorporated association, active committee
- Healthy membership numbers considering community size (100-120)
- Good balance of membership by gender and age
- Committee has access to diverse range of skills
- Good quality and well-maintained facility, especially with recent LED lighting upgrade
- Good financial position – revenue routinely covers operating costs and reasonable amount now set aside to support infrastructure upgrades
- The club is not charged any fee for use of our facilities by Yass Valley Council
- Part-time professional coach available
- Active programs – social, community play
- Social tennis in particular has grown significantly in last few years
- Located in area with strong projected population growth
- Located in area with strong tourism potential (due to wineries)
- Good systems for facility access given adoption of ClubSpark, Key Safe etc
- We have had good support from the local NSW MP, councillors and the Progress Assoc
- We have recently refreshed our branding with professional logos

### WEAKNESSES

- Membership hasn't grown significantly over last 10 years despite population growth due to high membership churn (40-50%)
- Few members interested in participating in AGM, undertaking committee roles – same few people have been taking responsibility
- Court utilisation rates have been low – there is minimal casual court hire and few members use the courts privately outside of formal programs
- It is a dry weather facility – there are no wet-weather options for community play, coaching etc
- Numbers for community play have reduced significantly over the last few years – community play has traditionally driven club membership, particularly family membership
- Club has not offered much for competitive players in the way of tournaments or teams participating in regional competitions
- Our communication with members and the local community has been *ad hoc*
- The club has not had a systematic approach to future facility development or business planning
- The club has no formal agreement to use the facility with Yass Valley Council hence no security of tenure – there is not a strong relationship with relevant Council officers
- We have not utilised our new branding on club uniforms, signage etc to promote our brand



## OPPORTUNITIES

- Increase member and visitor utilisation of our facilities using promotion, partnerships (eg Abode hotel) and facilities on ClubSpark website
- Use ClubSpark capabilities to monitor impact of strategies on court utilisation
- Improve member retention by offering wider range of programs including opportunities for competitive tennis both at the club and as part of regional competitions (as consequence of joining Tennis ACT)
- Strengthen committee by actively enlisting new members with remits in specific areas and utilising ClubSpark facilities
- Improve member and community engagement by a targeted communications strategy focusing on regular email updates and social media
- Use Tennis ACT VSR program as a way of developing forward strategy and improving engagement with key stakeholders such as Yass Valley Council
- Continue to engage with Murrumbateman Recreation Grounds strategy as a way of ensuring that our future infrastructure development needs are factored into plans (eg Court resurfacing and indoor facility)
- New primary school presents opportunities for sharing of facilities and engagement of students and their parents in tennis activities
- New Winery Trail built adjacent to the courts provides good advertising opportunity for casual court hire
- Recommence Open Court sessions as a way of attracting younger demographic
- Use annual Murrumbateman Field Days to align with strategy by carefully planning activities offered
- Improve facilities by leveraging State & Federal Government grants

## THREATS

- Yass Valley Council withdraws access right from club, or introduces new usage agreement with high costs or unacceptable conditions
- Playing surface degrades at end of life (2025) and funds cannot be sourced to replace it
- Key committee office holders leave (President, Secretary, Treasurer, program coordinators) and suitable replacements cannot be found
- Community Play program cannot be sustained due to lack of participants and unavailability of professional and volunteer coaches
- Professional coach cannot maintain a financially sustainable operation at Murrumbateman

## Club Priority Areas

### Key Goals and Strategies 2021-2023

Priority Area	Goal	Key Performance Indicators	Who	When	Financial Resources
<i>Infrastructure</i>	<i>Replace synthetic grass</i>	<i>Before end of life</i>	<i>Committee</i>	<i>By 21 December 2022</i>	<i>\$120k (grant)</i>
<i>Infrastructure</i>	<i>All weather facility</i>	<i>Feasibility study done</i>	<i>Committee</i>	<i>By 30 June 2023</i>	<i>\$10k (shared?)</i>
<i>Competitive Tennis</i>	<i>Increase opportunities</i>	<i>Senior &amp; junior teams</i>	<i>Committee</i>	<i>By 30 June 2022</i>	<i>N/A</i>
<i>Membership</i>	<i>Increase</i>	<i>&gt; 150</i>	<i>Membership Officer</i>	<i>By 30 December 2023</i>	<i>N/A</i>
<i>Facility Utilisation</i>	<i>Increase</i>	<i>100% TA visit benchmark</i>	<i>Committee</i>	<i>By 30 December 2023</i>	<i>N/A</i>
<i>Revenue</i>	<i>Increase court hire</i>	<i>\$2500pa</i>	<i>Committee</i>	<i>2023 Calendar Year</i>	<i>\$500 promotion</i>
<i>Programs</i>	<i>Open Court</i>	<i>6 per annum</i>	<i>Committee</i>	<i>2023 Calendar Year</i>	<i>N/A</i>
<i>Governance</i>	<i>Policies</i>	<i>All in place</i>	<i>Committee</i>	<i>By 30 December 2021</i>	<i>N/A</i>