**Prepared 1 July 2015**

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5 YEAR Business plan

For the

<CLUB> Tennis Club

2015 - 2020

***THE ROLE OF THIS BUSINESS PLAN***

*(All sections in Italic are to be deleted when done)*

*(Delete this page when done)*

*As part of your management responsibilities for your Tennis Club, you will prepare this 5-YEAR BUSINESS PLAN to guide the management and operations of the venue and its activities over the next 5 years. The Club will develop this document in conjunction with its members, your local Tennis Association, your Local Council and Tennis SA. Each stakeholder should signed-off on the plan to confirm the proposed direction for the next 5 years and the Club will need to review, update and adopt changes to the plan on an annual basis.*

*In summary the plan addresses the following management and business elements:*

*Research*

* *A brief overview of the demographic profile of the area so that current and proposed programs and services are aligned and linked to the needs of the area.*
* *An overview of the tennis related competitors within the catchment including pricing structures and programs and services offered.*

*Programs and Services*

* *The current and planned services and programs that the club provides to its members and to the wider community. This includes an understanding of the current and projected number of visits within each program offered so that performance can be measured. Projections should include goals, targets and responsibilities to support the planned growth.*

*Organisational Resources*

* *The current and proposed organisation structure of the club including responsibilities of all committee members/office bearers, coach/es and professional staff. This is to include goals, targets and actions to support the designated responsibilities for the programs and services to be offered.*

*Financial Resources*

* *A financial forecast that provides a detailed breakdown of all income and expense categories. Forecasts should include cash flow projections and provisions for capital or refurbishment works. The forecast should preferably be for whole 5-year period.*

*Capital works and Asset Improvements*

* *Plans and/or details and estimated costs of any proposed maintenance or capital works proposed for the facility in at least a three year period. This should be included and reconciled in financial forecasts. This is to include goals, targets and actions to support the designated responsibilities for carrying out the works.*

*(Delete this page when done)*

# ACKNOWLEDGMENT

The 5-Year Business Plan for the <Club> Tennis Club for the period 1st July 2015 to 30th June 2020 has been approved by the committee of the Club.

The Club has developed this document in conjunction with its members, the <Association> Tennis Association, the <Council> City Council and Tennis SA. Each stakeholder has signed-off on the plan to confirm the proposed direction for the next 5 years. The Club will review, update and adopt changes to the plan on an annual basis.

The 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 Club, a commitment is undertaken to achieve and strive towards exceeding the requirements of the plan.

The Business Plan is hereby acknowledged and accepted by the following:

|  |  |
| --- | --- |
| On behalf of the <Club> Tennis Club | |
| Name: | Signature: |
| Position: | Date: |
| On behalf of <Association> Tennis Association | |
| Name: | Signature: |
| Position: | Date: |
| On behalf of <Council> City Council | |
| Name: | Signature: |
| Position: | Date: |
| On behalf of Tennis SA | |
| Name: | Signature: |
| Position: | Date: |

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# EXECUTIVE SUMMARY

*\*\* {Allow one blank line below the heading on all pages}*

*{The executive summary is a clear and succinct narrative / summary of both the long term (strategic) and shorter-term (next 12 months) goals and targets, which are contained in the business plan. It does not need to contain all quantities and timelines but should give the reader a quick and accurate overview of the main thrust of the business plan.*

*The executive summary is written last even though it appears before the main body of the plan.}*

*This executive summary can be distributed to members/ stakeholders as a way of communicating the direction of the club.*

*The executive summary could include a brief paragraph on:*

* *Achievements to date/History*
* *Description of the Club’s Current Situation*
* *Strategic Plan (Pillars in dot points)*
* *Narrative of budget forecast and capital expenditure*
* *Closing statement highlighting commitment to the Plan and a brief statement highlighting the expected outcomes*

*{Try to keep to one page but no more than two}*

*{DELETE ALL ABOVE TO \*\* BEFORE TYPING}*

# ACHIEVEMENTS TO DATE

*\*\* {Allow one blank line below the heading on all pages}*

*Commence with a brief history (max 1-2 paragraphs) or at least an opening statement about the Club’s beginnings.*

*Then write a summary of all the positive things done by the club since the club began or in the last period known. This can include club highlights, events, tournaments, increased usage, facility development, benefits to the community, including short term and long term items.*

*This section should reflect on past achievements and lead into the clubs long term aims and strategy for the club*

*(Here is your chance to boast !!)*

*Delete the above and type in your notes.*

# ABOUT US

*\*\* {Allow one blank line below the heading on all pages}*

*Research information (max 2 pages only) should include:*

## Our Current Situation

* *Evaluation of your current status (what services are you providing now. How many members/casual visits/ tournaments/ coaching hours is the club presently providing?)*
* *You may choose to use the following headings as a guide:*
  + *Number of members (breakdown in categories)*
  + *Programs and Coaching*
  + *Competitions (internal as well as intra-club/association)*
  + *Community engagement (e.g. schools, open days, public access options, other users of your facilities, etc)*

## Our Competitors

* *Market Research (Who are your competitors and what are they providing/charging?)*
* *Include research on neighboring tennis clubs (if any), other sports clubs and other activities that you think maybe impacting on your club (e.g. local shopping centre, local beach, events and festivals, etc)*

## Our Venue

* *Owner requirements (What does your lease/ contract require? What does your owner want you to achieve?)*
* *Include Local Council if they are land owner*

## Our Affiliation

* *Tennis SA and Tennis Australia strategic priorities. Go to* [*www.tennis.com.au*](http://www.tennis.com.au)
* *Discuss how the Club is engaging in these priorities (e.g. MyTennis, Comp Planner, Hot Shots, FAST 4, accredited coach, etc).*

*Delete the above dot points and type in your own research notes.*

# STRATEGIC PLAN

*{This provides the strategic element of the process. This page should give the reader a picture of where the Club is planning to be in 5 years’ time. The Strategic Plan is a high level document which will have annual operations planned out in the next section. - Delete this paragraph when finished}*

The Strategic Plan of the <Club> Tennis Club provides a brief snapshot of where the club is aiming to be in 5 years’ time. This Strategic Plan has been established in consultation with the club members and will be reviewed annually by the club committee to check its relevance and to adjust where necessary to be consistent with the proposed direction and present situation.

*{For example}*

**Vision**

*To be the best sporting club within the <Council> region (or) <Association> Tennis Association.*

**Mission Statement**

*We will continue to be recognised as a friendly, welcoming club and a great place to play tennis in the <Council> region by providing excellent tennis facilities and a range of opportunities for members of all ages and abilities to participate in the club.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Pillars** | ***Club Management and Financial Sustainability*** | ***Facility Development*** | ***Membership and Participation*** |
| **Strategic Aims** | *To ensure the sustainability and relevance of the club for members and the broader community* | *To ensure the facilities are developed and maintained to be relevant for members and the broader community* | *To actively encourage new members and retain existing members whilst ensuring member satisfaction through development of an annual Membership Plan* |
| **Strategic Goals** | * *Develop annual budget and funding plan, inc annual costs/fees review, that delivers an annual 10% operating profits after depreciation and sinking fund* * *Link members’ skills with voluntary work/tasks/roles to deliver the most efficient committee by having members on a rolling 2 year appointment and succession plans.* * *Undertake a formal Club Health Check in the Club’s Governance, Compliance and other risk management processes that will achieve 100% compliance with Tennis SA, <Association> Tennis Association, <Council> City Council and SA Government, through the Incorporations Act, policies and legislation.* * *Instigate and develop new fundraising events that will deliver increase revenue by 20%* * *Maintain a great relationship with the other tenants that will deliver an outstanding rating of satisfaction and ability to share costs for facilities and activities conducted in partnership* | * *Redevelop our venue with upgraded lighting on our existing courts, a new clubhouse development and car parking, and additional hard court provisions.* * *Establish a replacement program for facilities and equipment so that an annual budget can be assigned to repair and maintain facilities in line with the lease agreement.* | * *Increase the Club’s membership by 25%.* * *Increase paid casual court hire by 50% from x to y by 30 June 2020.* * *Increase coaching revenue by 25% from x to y by 30 June 2020.* * *Increase tournaments revenue by 50% from x to y by 30 June 2020.* * *Increase team numbers in the <Association> Tennis Association from x to y by the 2020/21 season.* |

***ANNUAL OPERATIONS - GOALS, TARGETS AND TACTICS***

*(Delete this whole page when done)*

*All strategic goals should be quantified and time lined annually and directly associated with growing the game/business to meet the longer term strategies outlined in the previous section.*

*Goals, targets and tactics are established for each strategic pillar, including {from the example}:*

1. *Club Management and Financial Sustainability*
2. *Facility Development*
3. *Membership and Participation*

*Each Strategic Pillar will address current and future goals (where you want to be in 5 years), targets (progressive KPIs that will allow the club reach the ‘goal’) and tactics (what the club will do achieve the progressive targets).*

*The Strategic Goals have been established in the previous section. Each goal has a one or more targets attached to it, each time lined and quantified. For each target a number of tactics are established outlining how the target is to be achieved.*

*Note - Targets and tactics can and should relate to what you have already achieved and then be reset each year to grow the business.*

*The following goals, targets and tactics should be modified to suit your own club and are set as examples only.*

*(Delete this whole page when done)*

# ANNUAL OPERATIONS - GOALS, TARGETS AND TACTICS

## Strategic Pillar 1 - Club Management and Financial Sustainability

*The Club is committed to ensure the sustainability and relevance of the club for members and the broader community. The Club will achieve this over the next 5 years by:*

***Goal 1*** *- Develop annual budget and funding plan, inc annual costs/fees review, that delivers a 10% operating profit after depreciation and sinking fund costs*

*Performance Targets*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| *Current* | *Year 1* | *Year 2* | *Year 3* | *Year 4* | *Year 5* |
| *No consideration for depreciation and sinking fund* | *Factor in 50% depreciation and sinking fund for all assets.* | *Factor in 100% depreciation and sinking fund for all assets.* | *Breakeven operating budget* | *5% operating profit* | *10% operating profit* |

*Tactics*

* *Assess all assets and place a depreciation value on each within an Asset Register.*
* *Establish a lifecycle schedule for all assets, with annual replacement costs assigned so an Sinking Fund amount can be established.*
* *Prepare an annual Budget that fully lists the costs and revenues for the Club. Base this on the costs and revenues from the previous year, with conservative or known adjustments.*

*Continue this format with additional Goals listed within the Strategic Plan, providing Targets and Tactics for each Goal.*

*E.g. Goals*

1. *Link members’ skills with voluntary work/tasks/roles to deliver the most efficient committee by having members on a rolling 2 year appointment and succession plans.*
2. *Undertake a formal Club Health Check in the Club’s Governance, Compliance and other risk management processes that will achieve 100% compliance with Tennis SA, <Association> Tennis Association, <Council> City Council and SA Government, through the Incorporations Act, policies and legislation.*
3. *Instigate and develop new fundraising events that will deliver increase revenue by 20%*
4. *Maintain a great relationship with the other tenants that will deliver an outstanding rating of satisfaction and ability to share costs for facilities and activities conducted in partnership.*

## Strategic Pillar 2 - Facility Development

*To ensure the facilities are developed and maintained to be relevant for members and the broader community. The Club will achieve this over the next 5 years by:*

***Goal 1*** *- Redevelop our venue with upgraded lighting on our existing courts, a new clubhouse development and car parking, and additional hard court provisions.*

*Performance Targets*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| *Current* | *Year 1* | *Year 2* | *Year 3* | *Year 4* | *Year 5* |
| *Prepare a brief audit of all facilities and anticipated stage of lifecycle. Determine an estimated cost for redevelopment.* | *Prepare financial model for estimated costs in conjunction with Tennis SA.*  *Seek endorsement from club members to continue with project.* | *In conjunction with Tennis SA, finalise project scope, costs.*  *Prepare club funds to assist the funding for the project.* | *Secure funding for 50% of total project costs through Club, Council and Tennis SA.*  *Make submission to ORS for remaining 50%.* | *Finalise Project Manager in conjunction with Tennis SA.* | *Construct and complete.*  *All courts have lighting at competition standard*  *New clubhouse completed*  *Car parking increased and sealed*  *Provision for future development of additional courts agreed by Council* |

*Tactics*

* *Work in conjunction with, and be guided by Tennis SA, throughout the redevelopment project process*
* *Seek endorsement from club members and key stakeholders through the redevelopment project process through regular communication*

*Continue this format with additional Goals listed within the Strategic Plan, providing Targets and Tactics for each Goal.*

*E.g. Goals*

1. *Establish a replacement program for facilities and equipment so that an annual budget can be assigned to repair and maintain facilities in line with the lease agreement.*

## Strategic Pillar 3 - Membership and Participation

*To actively encourage new members and retain existing members whilst ensuring member satisfaction through development of an annual Membership Plan. The Club will achieve this over the next 5 years by:*

***Goal 1*** *- Increase the Club’s membership by 25%.*

*Performance Targets*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| *Current* | *Year 1* | *Year 2* | *Year 3* | *Year 4* | *Year 5* |
| *200 members* | *210 members* | *220 members* | *230 members* | *240 members* | *250 members* |

*Tactics*

* *To recruit new members:*
  + *Develop Member incentives and membership drive*
  + *Identify new competitions and programs*
  + *Create a follow up process of all potential members and visitors*
  + *Create new membership categories to suit*
  + *Establish 2 family ‘free open days’ at 6 monthly intervals*
  + *Conduct 4 social events*
* *To retain existing members*
  + *Identify new competitions and programs*
  + *Develop “exit” survey and process of those members who choose not to rejoin annually*
  + *Create new membership categories to suit*
  + *Conduct 4 social events*

*Continue this format with additional Goals listed within the Strategic Plan, providing Targets and Tactics for each Goal.*

*E.g. Goals*

1. *Increase paid casual court hire by 50% from x to y.*
2. *Increase coaching revenue by 25% from x to y.*
3. *Increase tournaments revenue by 50% from x to y.*
4. *Increase teams in the <Association> Tennis Association by 25% from x to y.*

# Budget Forecast

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Operating Budget** | **Last Year**  **Actual** | **Year 1 Budget** | **Year 2 Projection** | **Year 3 Projection** | **Year 4 Projection** | **Year 5 Projection** |
| **Income** |  |  |  |  |  |  |
| Memberships |  |  |  |  |  |  |
| Casual usage |  |  |  |  |  |  |
| Tournaments |  |  |  |  |  |  |
| Coaching |  |  |  |  |  |  |
| Sponsorship |  |  |  |  |  |  |
| Fundraising |  |  |  |  |  |  |
| Food & Beverage |  |  |  |  |  |  |
| Functions |  |  |  |  |  |  |
| Merchandise/Uniforms |  |  |  |  |  |  |
| Bank Interest |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |
| **Total Income** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Expense** |  |  |  |  |  |  |
| Tennis SA Affiliation |  |  |  |  |  |  |
| Council Fees |  |  |  |  |  |  |
| Wages & Oncosts |  |  |  |  |  |  |
| Maintenance/Repairs |  |  |  |  |  |  |
| Gas & Power |  |  |  |  |  |  |
| Water |  |  |  |  |  |  |
| Insurances |  |  |  |  |  |  |
| Phone/Internet |  |  |  |  |  |  |
| Stationery/Printing |  |  |  |  |  |  |
| Postage |  |  |  |  |  |  |
| Coaching |  |  |  |  |  |  |
| Officiating |  |  |  |  |  |  |
| Players/Members |  |  |  |  |  |  |
| Merchandise/Uniforms |  |  |  |  |  |  |
| Equipment |  |  |  |  |  |  |
| Food & Beverage |  |  |  |  |  |  |
| Functions |  |  |  |  |  |  |
| Sponsorship |  |  |  |  |  |  |
| Promotion/Publicity |  |  |  |  |  |  |
| Fundraising |  |  |  |  |  |  |
| Bank Fees |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |
| **Total Expenses** |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Surplus/(Deficit)** |  |  |  |  |  |  |

## Budget Accompanying Notes

*{Include a description and table to assist in defining figures and projections}*

**Income**

Memberships

Includes all income derived from all memberships

|  |  |  |
| --- | --- | --- |
| **Fees And Charges** | **Current Fees** | **Proposed Increase - set for 5 year period** |
| Membership - Adult |  |  |
| Membership - Child |  |  |
| Membership - Senior |  |  |
| Membership - Family (p/p) |  |  |

Casual usage

Includes all income derived from all casual hire bookings made through our ‘Book a Court’ online and keypad system.

|  |  |  |
| --- | --- | --- |
| **Fees And Charges** | **Current Fees** | **Proposed Increase - set for 5 year period** |
| Casual Court Hire p/hour |  |  |
| Casual Court Hire p/Hour - Lights |  |  |

Tournaments

Includes all income derived from the following tournaments

|  |  |  |
| --- | --- | --- |
| **Event Name** | **Current Income** | **Proposed Increase - set for 5 year period** |
| Easter Tournament |  |  |
| <Association> Tennis Association Finals |  |  |

Coaching

Sponsorship

Fundraising

Food & Beverage

Functions

Merchandise/Uniforms

Bank Interest

Other

**Expense**

Tennis SA Affiliation

Council Fees

Wages & Oncosts

Maintenance/Repairs

Gas & Power

Water

Insurances

Phone/Internet

Stationery/Printing

Postage

Coaching

Officiating

Players/Members

Merchandise/Uniforms

Equipment

Food & Beverage

Functions

Sponsorship

Promotion/Publicity

Fundraising

Bank Fees

Other

# Capital Expenditure Forecast

It is proposed that the following items be purchased during this financial year. All purchases are subject to the availability of funds and must be approved by the committee on each occasion.

|  |  |  |
| --- | --- | --- |
| **Item** | **Cost** | **Purchase Date** |
| Item detail |  |  |
| Item detail |  |  |
| Item detail |  |  |
| Item detail |  |  |
|  |  |  |
| **TOTAL** |  |  |

# APPENDICES

*Any status reports, committee meeting minutes, market research, SWOT analysis, competitor analysis, and other information used in the formulation of the Business Plan should be contained here*

*This could include for example:*

* *Brief Status Report*
* *SWOT Analysis*
* *Market Research including*
  + *competitor analysis,*
  + *customer profile,*
  + *local demographics*
  + *industry trends and government regulations*
* *Organisation chart*
* *Activities and attendances*
* *Risk management plan*
* *Proposed maintenance*
* *WHS plan*
* *Reports and updates that advise of progress and adjustments*