# 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.*

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| **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.*
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