

TENNIS WEST CLUB FORUM

*Club Council Relationships &
Adapting to Change*



**GET
COURT
UP**

WELCOME

Geoff Quinlan – CEO, Tennis West

2014/2015 AFFILIATION REFORM UPDATE

- 2014/15 Key Results
- Where To From Here?

Affiliation Reform – Key Results

- New affiliation model in 2014/15
 - 159 clubs agreed to My Tennis registration (over 80%)
 - 18th June 2014 – 2,293 registered club members
 - 30 June 2015 – 12,584 registered club members
 - 449% increase – highest of all MAs
- 

TennisConnect

- \$5 cash reward per verified player
 - \$814,040 to clubs, coaches and schools nationally
 - \$50,160 to WA clubs, coaches and schools
 - \$27,985 to 100 WA clubs
 - Highest reward coach (WA) – 11th nationwide
 - Highest reward club (WA) – City Beach TC (72nd nationwide)
- 

Tennis West v National

	WA	National
Tennis Connect	10,377	166,571
Investment	\$103,770	\$1.67 mil
Verified	66%	43% (of eligible participants)
Club	5,948	110,948



Where to from here?

Single Sign On – SSO (October 1)

My Tennis – Competition Planner – Tournament Planner

My Tennis

Purely built for Clubs

Training - face to face, online, training packages


MAPS

Mon – Thurs 8am – 8pm, Fri 8am – 6pm. Weekends 9am – 5pm

1800 752 983



Next Financial Year...

- Affiliation fees to increase by 4% in 2015/16
 - TennisConnect to continue – TA to finalise
 - TW staff continue to support and assist clubs
- 

Tennis West Club Forum

Paul Cammack – Manager Redevelopment and Places to Play
Steve Marquis – Venue Sustainability Manager




**GET
COURT
UP**

Adapting to CHANGE

Change is hard... but inevitable

The modern sports consumer

The modern consumer is:

- Comfortable with Technology
 - Time Poor
 - Up to Speed
 - Mobile
 - Getting Social – the modern way!
- 

The modern sports consumer

Motivation for playing tennis

- 36% Social
- 30% Fitness
- 18% Relaxation
- 16% Competition
- Source: Gemba GASP



The modern sports consumer

Top 5 barriers to participation

- 31% Cost
- 27% Who to participate with
- 17% Season commitment
- 17% Injuries
- 14% Lack of equipment

• Source: Gemba GASP



Local Government

Positive council relationships bring many benefits

The Basics of Local Government

Sport Perspective

- Responsibility to provide for the wellbeing of its community
 - Improve the quality of sport and active recreation opportunities available in WA's communities
 - Increase community participation in sport and active recreation programs
 - Can provide ongoing advice and support for clubs
 - Assist with funding of sporting clubs and tennis venues
- 

Key Issues Local Governments Face

- Ensuring that sport and recreation facilities will meet future needs
 - Sports venues that are affordable and fit-for-purpose
 - Public accessibility of sports and recreation facilities
 - Ability to fund sporting infrastructure improvements
 - Commercial agreements on local government land
 - Maintenance of sports facilities
 - Lease and management agreements with clubs
 - Internal Local Government resources
- 

Type of Enquiry	Who in Council may assist	Consequence of not speaking to Council regarding enquiry
Question regarding the extension of the clubhouse		
The club wants to know if it can hire a coach		
The club wants to serve alcohol after social competition		
The lease/management agreement is about to expire		
The club wants to put up a sign on the front fence		
The club does not believe it has to maintain the lawn around the perimeter of the facility		
The club wants to serve food to the general public on competition days		
The club wants to hire out space to the local scout group one day a week		
The club wants to cut down a tree to create a kids area		

Strategic Planning with Council

Local Governments are able to prioritize support to clubs that demonstrate sound strategic planning, this includes but not limited to:

- Participation and membership growth and retention;
 - Facility development and management
 - Governance of the club eg committee roles and responsibilities;
 - Marketing plan, eg how will the club grow its participation;
 - Transparent and clear coaching agreements; and
 - Financial management of the club
- 

Promoting your clubs within Local Government

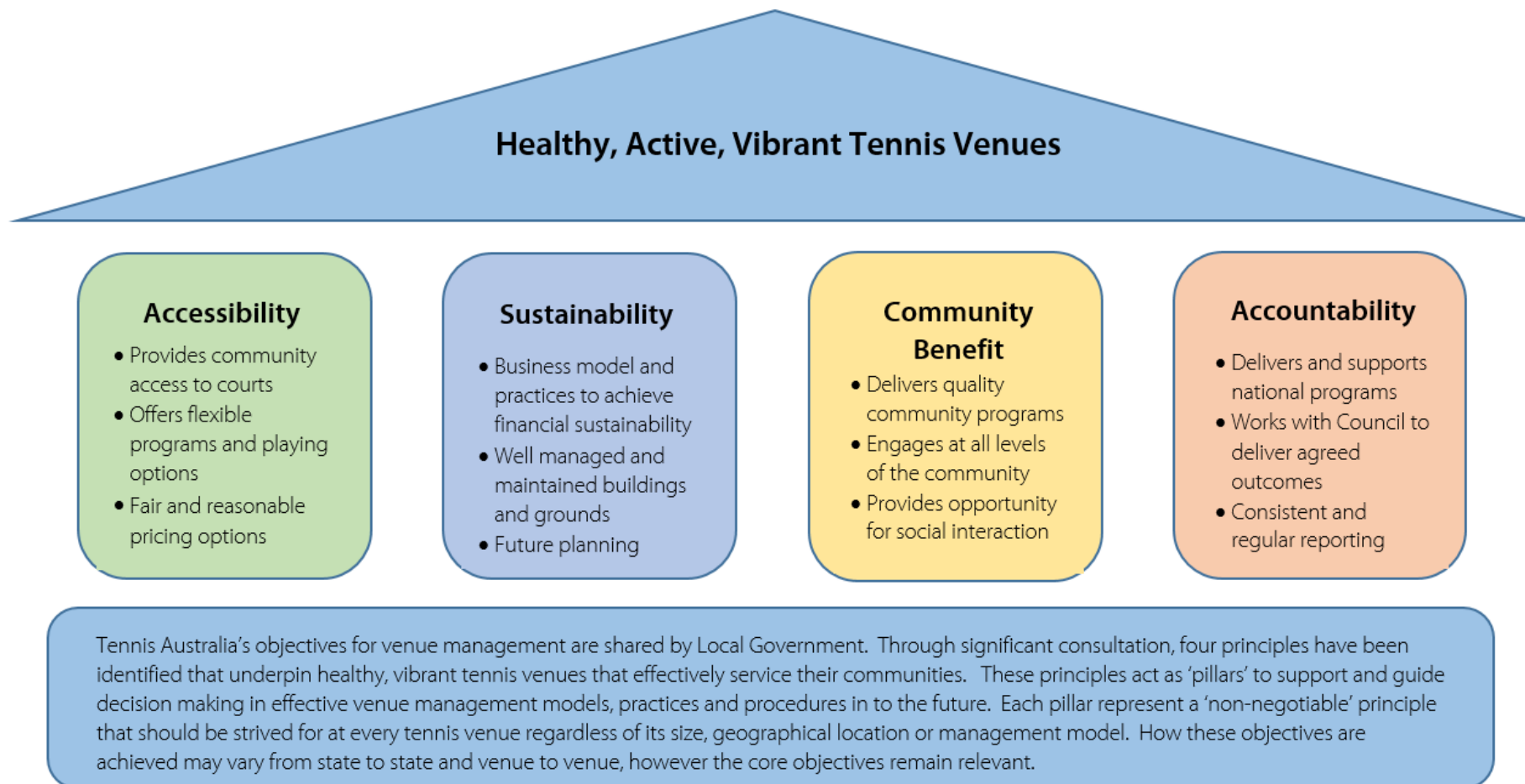


*Without communication there is no
relationship.....*



1. **Get to know your council** through elected members, senior officers and recreation and maintenance staff.
 2. **Invite council representatives** to club functions, being hospitable, asking them to present trophies and, most importantly, show appreciation for the services they provide.
 3. **Understand the problems that your council is having** and help them with issues that affect your club. For example, establish a joint committee to examine your sport's development in the district.
 4. **Offer to assist** in coaching and recreation programs of the Council.
 5. **Acknowledge your council** whenever you can, particularly in any public arena.
 6. **Don't complain**, but rather approach problems constructively and seek "win-win" solutions.
 7. **Encourage a variety of community groups to take an interest in tennis** by inviting them to participate in club activities.
 8. **Insist on good behaviour**, both on and off the court, displaying good sportsmanship and avoiding bad language.
 9. **Be good neighbours and form relationships** with those who own property adjacent to your ground (complaints to the council will tarnish your image immediately).
 10. **Establish a positive public relations program** by appointing one of your members to carry out defined tasks, such as issuing media releases and liaison with the council.
- 

Our Four Pillars for healthy venues



Activity: Preparing and Presenting your Clubs story to Local Government

- What information would you present to Council? (e.g. specific info about the club)
- What is your chosen form of communication?
- What are you asking or advising the Council of and why?
- What is your desired outcome of this communication?
- How can you use Club Health Check data to better communicate with Council?
- ***Good or bad news, its important to let Council know any issues or success stories occurring within your clubs.***


5 minute break

The background features a teal upper section and a blue lower section, separated by a white diagonal line. On the right side, there are overlapping geometric shapes in shades of blue and white, creating a modern, abstract design.


Club Operations

Where are the opportunities and identified needs for change?

Key operational areas

- Financial Sustainability
 - Quality venues – on and off court
 - Access to play
 - Coaching and skill development
 - Spreading revenue streams
 - Membership and payment options
 - Delivering on all of the above
- 

Club and Coach

- Keep your friends close... and your COACH even closer!
 - Mutually beneficial relationship
 - Shared goals and outcomes
 - Recognising the challenges for each party
 - *Giving yourself the best chance for success:*
 - Service Specifications
 - KPIs
 - Regular reporting, meetings and discussions
 - Positive customer perceptions
- 

Onslow Park Tennis Club





Onslow Park Tennis Club

ESTABLISHED 1925

ONSLOW PARK TENNIS CLUB



KINGS PARK







ONSLOW PARK TENNIS CLUB

244 MEMBERS





2004 AGM

Treasurer's Report

The Club is in deficit of approximately \$2000 for the season and it was noted that at this rate, the Club funds would last only another 4-5 years.

EXISTING SITUATION IN 2004

- 11 grass courts
- October to June playing season
- 1950s clubhouse
- No competition play
- Limited coaching opportunities
- Older demographic

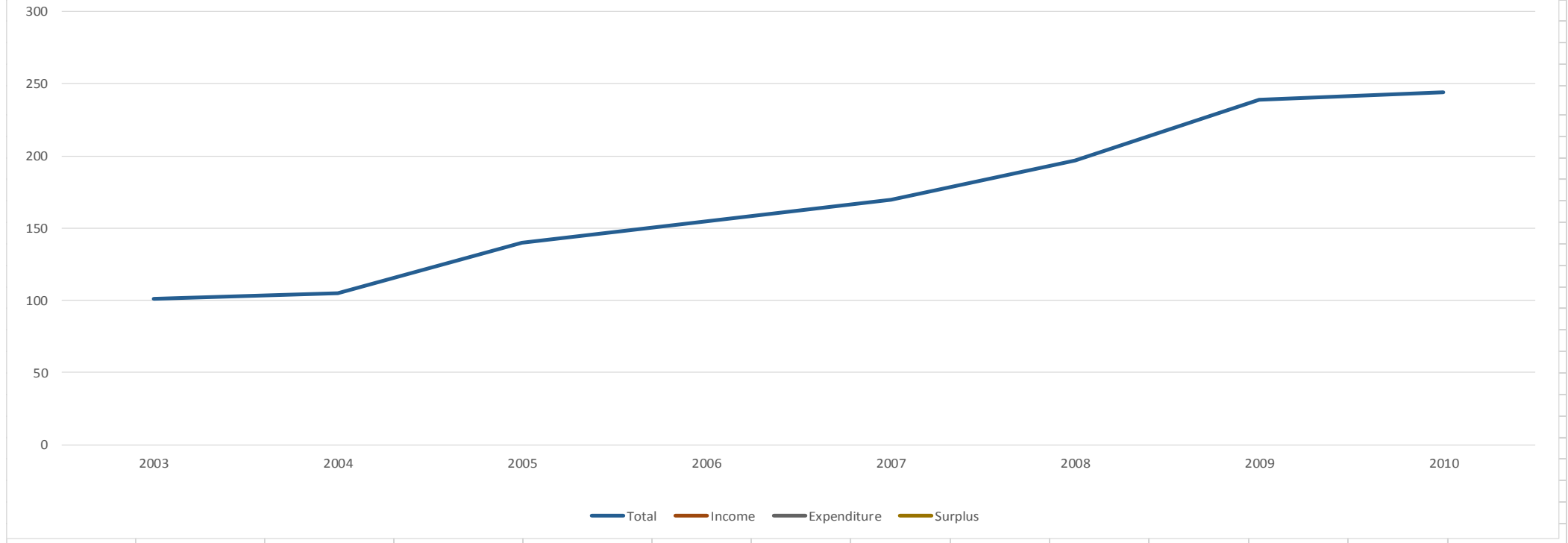
PRIORITIES

- Facilities
 - Coaching
 - Diversity
 - Pricing
 - Engagement
- Courts available all year, in all weather and at all times
 - High quality, innovative and responsive coaching
 - Diversity of memberships – social, juniors, competition, midweek, etc.
 - Low fees
 - Support of community

CURRENT SITUATION

- 7 grass courts
- 4 hard courts with lights
- All-year access
- 10 pennants teams
- Growing mid-week players
- Respected coach
- Diverse membership
- Good revenue
- 1950s clubhouse
- No lease
- Endorsement of Master Plan awaited
- Support of Council uncertain

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Seniors	49	53	52	57	51	51	73	84	44	47	47	57
Family/Couples					incl	incl	incl	incl	27	52	89	113
Life Members					incl	incl	incl	incl	4	4	4	4
Midweek	18	18	12	10	12	11	15	12	9	12	13	15
Juniors	45	59	46	41	38	33	28	22	18	8	10	
Junior Pennants						10	24	37	68	74	76	55
Total	112	130	110	108	101	105	140	155	170	197	239	244
		Early Learning Centre commences		Affiliated with Tennis West		Tennis Factory move to OPTC from Nedlands	Two new hard courts 8 + 9 with lights opened October 2009			Two new hard courts 10 + 11 opened September 2012	Lights installed to courts 10 + 11 September 2013	
Tennis Factory												
Income					\$ 31,000	\$ 40,000	\$ 44,100	\$ 51,069	\$ 55,385	\$ 68,143	\$ 90,056	
Expenditure					\$ 21,000	\$ 30,500	\$ 41,100	\$ 35,817	\$ 37,095	\$ 38,502	\$ 67,545	
Surplus					\$ 10,000	\$ 9,500	\$ 3,000	\$ 15,252	\$ 18,290	\$ 29,641	\$ 22,511	



ONSLOW PARK TENNIS CLUB

101 MEMBERS



JANUARY 2007

nearmap
current : clear : change

105 MEMBERS



JANUARY 2008

TENNIS FACTORY COACHING ESTABLISHED

85th SEASON OPENING



nearmap
current : clear : change

OCTOBER 2009

NEW HARD COURTS 8 + 9

87th SEASON OPENING



OCTOBER 2012

NEW HARD COURTS 10 + 11

88th SEASON OPENING



OCTOBER 2013

LIGHTS TO COURTS 10 + 11

244 MEMBERS



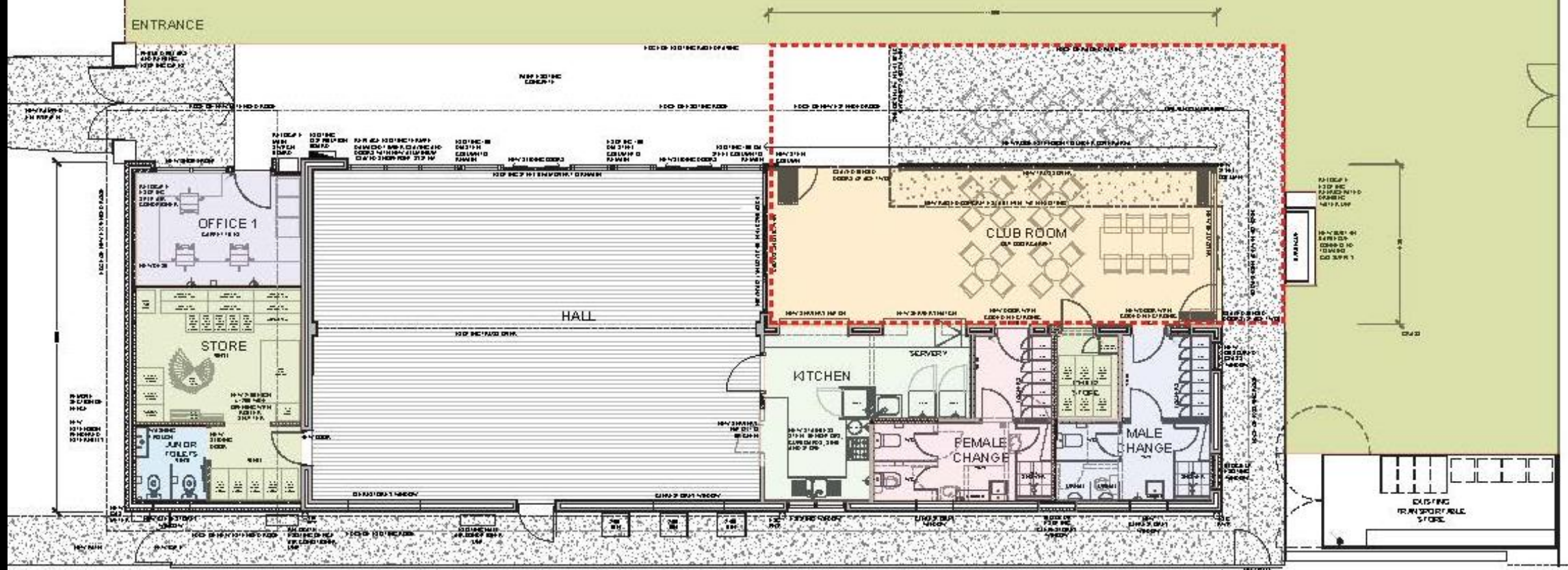
JANUARY 2014

Membership Survey

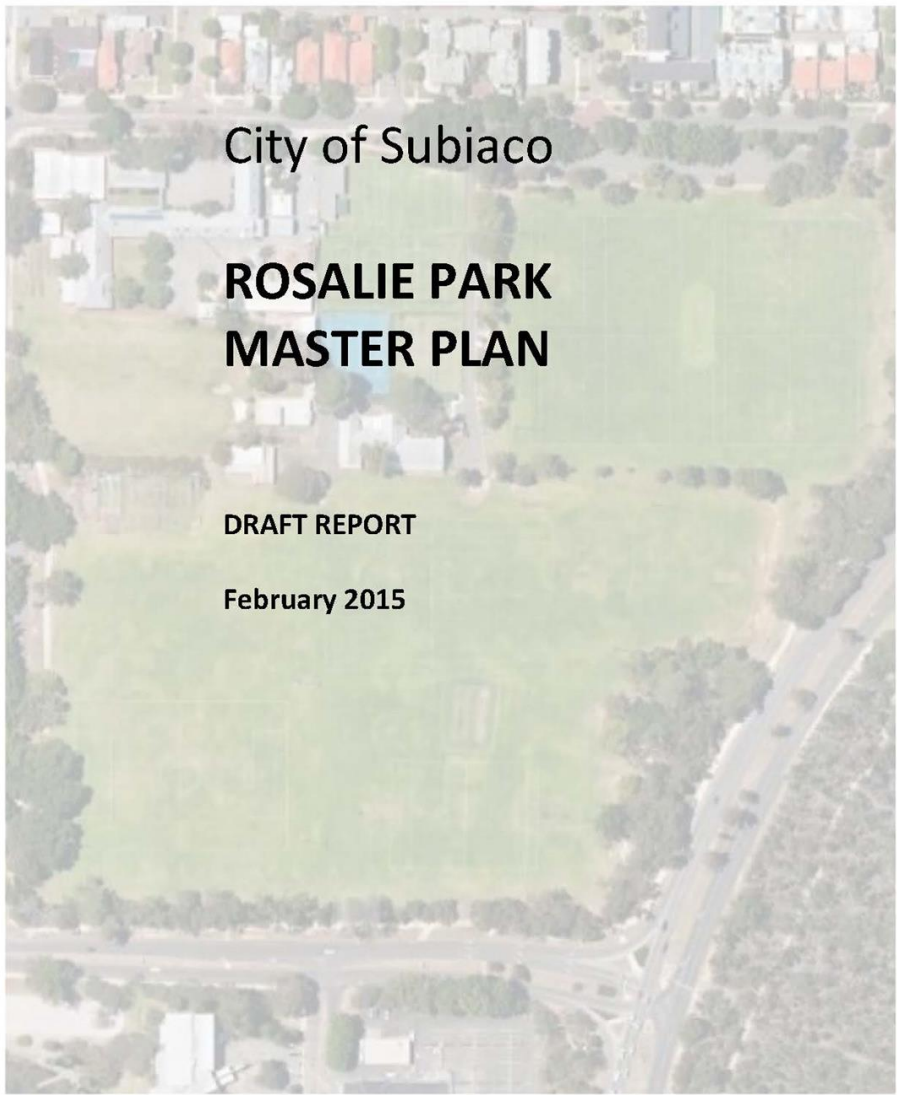
An electronic survey of members prepared in conjunction with Kalico Consulting was carried out in July 2014 to seek feedback from all members.

Snapshot of survey responses:

- 35% survey response rate.
- 77% overall satisfaction with membership experience.
- Most respondents use the facilities once or twice a week.
- Most respondents are interested in quiz nights.
- Opportunity for social play and interaction was the overall highest rated factor for respondents when deciding upon membership.
- Most respondent's preference is to receive information by way of email.
- Communications can be best improved by providing up to date information on the website.
- Quality of grounds ranked highest in terms of amenity.
- Toilet and change rooms ranked lowest in terms of amenity.
- Most respondents are satisfied with the current level of membership fees.



PLANNED CLUBHOUSE IMPROVEMENTS



City of Subiaco

ROSALIE PARK MASTER PLAN

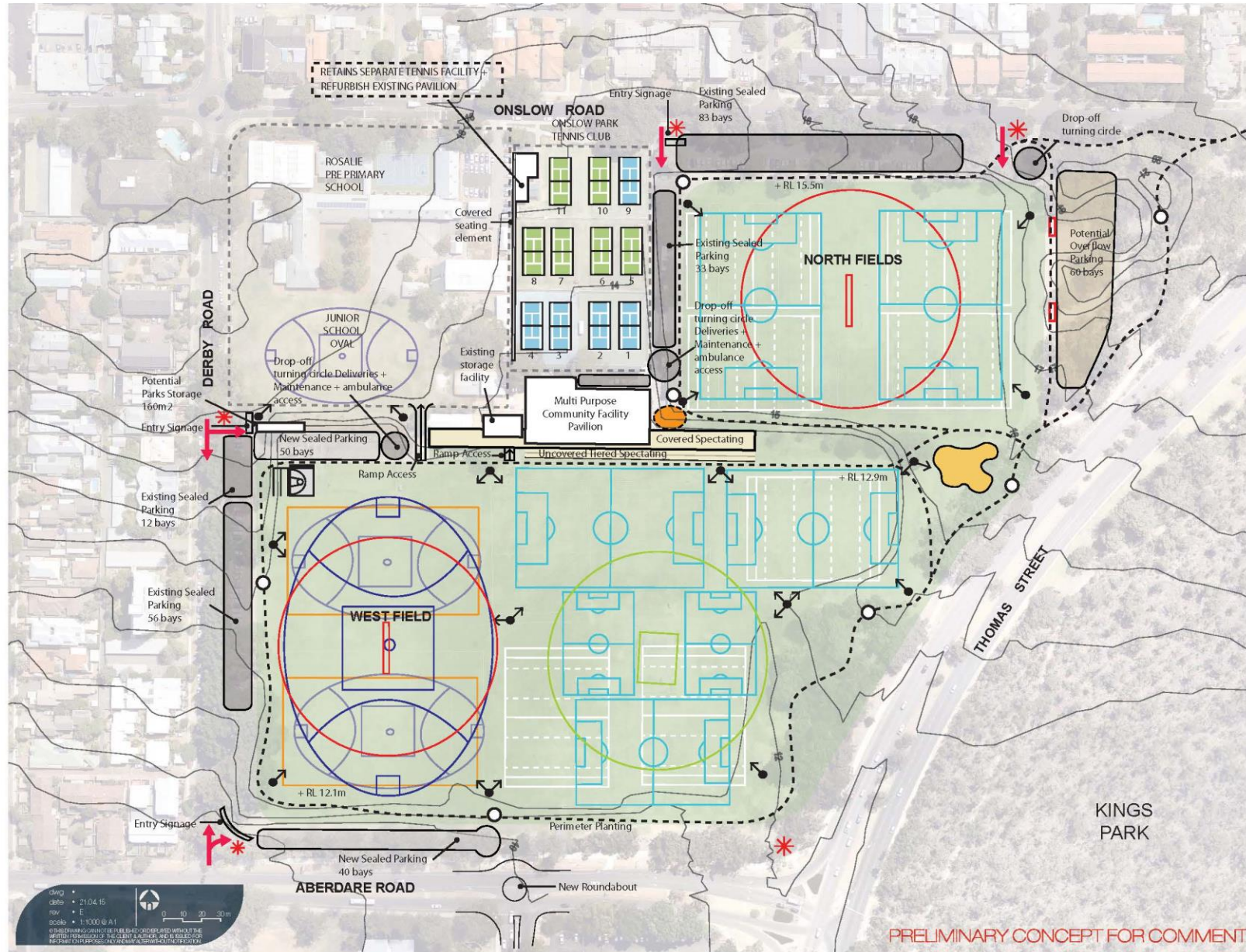
DRAFT REPORT

February 2015



ROSALIE PARK: CITY OF SUBIACO

PROPOSED OPTION FOR ULTIMATE LAYOUT



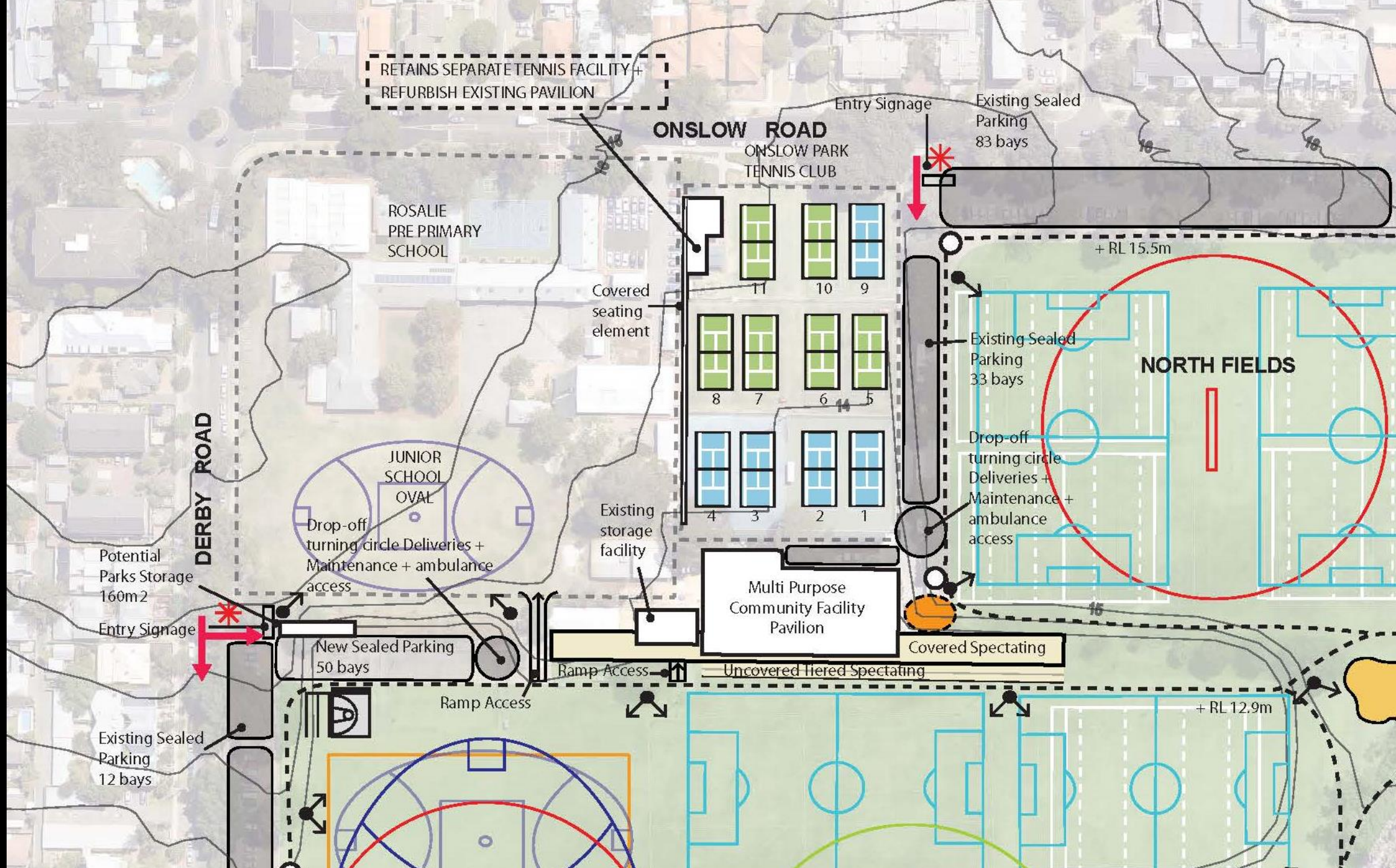
- ### Legend
-  Turf Wicket
 -  Hard Wicket
 -  1 x Senior Football
3 x Junior Football
 -  5 x Senior Soccer
2 x Junior Soccer
 -  2 x Lacrosse (110m x 60m)
 -  7 x Touch Rugby
 -  5 x Hardcourt Tennis Court
 -  6 x Grass Tennis Court
 -  3 on 3 Basketball / Cricket Training Nets / Tennis Hit-up Wall / Netball Pole
 -  1 x Exercise Station
 -  Multi Purpose Community Facility Pavilion
 -  Strategic Exercise Path with Resting Stop & Security Lighting
 -  1 x Fenced Playground
 -  Entry Point
 -  5 x Entry Signage
 - Light Poles
 - Picnic and BBQ Area
 - Drop-off Turning Circle
 - Existing Sealed Parking
 - New Sealed Parking
 - New Overflow Parking
- Bollard controls to parking + road edges

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PRELIMINARY CONCEPT FOR COMMENT

Whilst the tennis club is reporting solid membership numbers, there is substantial evidence to suggest that tennis court provision within the City of Subiaco is adequate and will have limited future demand.

Tennis West reports that no new courts are required in the inner Perth Metropolitan region (Tennis West Perth Metropolitan Region Strategic Facilities Plan 2006 – 2015) and Participation in Exercise, Recreation and Sport Survey (ERASS) 2001-2010 shows a total decline in general tennis participation of 24% and participation in club tennis competitions has decreased by 13% whilst population has increased significantly over this period of time.



RETAINS SEPARATE TENNIS FACILITY +
REFURBISH EXISTING PAVILION

ONSLow ROAD

ONSLow PARK
TENNIS CLUB

ROSALIE
PRE PRIMARY
SCHOOL

JUNIOR
SCHOOL
OVAL

NORTH FIELDS

Multi Purpose
Community Facility
Pavilion

DERBY ROAD

Potential
Parks Storage
160m²

Entry Signage

Existing Sealed
Parking
12 bays

New Sealed Parking
50 bays

Ramp Access

Ramp Access

Existing storage
facility

Covered
seating
element

Uncovered Tiered Spectating

Covered Spectating

Existing Sealed
Parking
33 bays

Drop-off
turning circle
Deliveries +
Maintenance +
ambulance
access

Entry Signage

Existing Sealed
Parking
83 bays

+ RL 15.5m

+ RL 12.9m



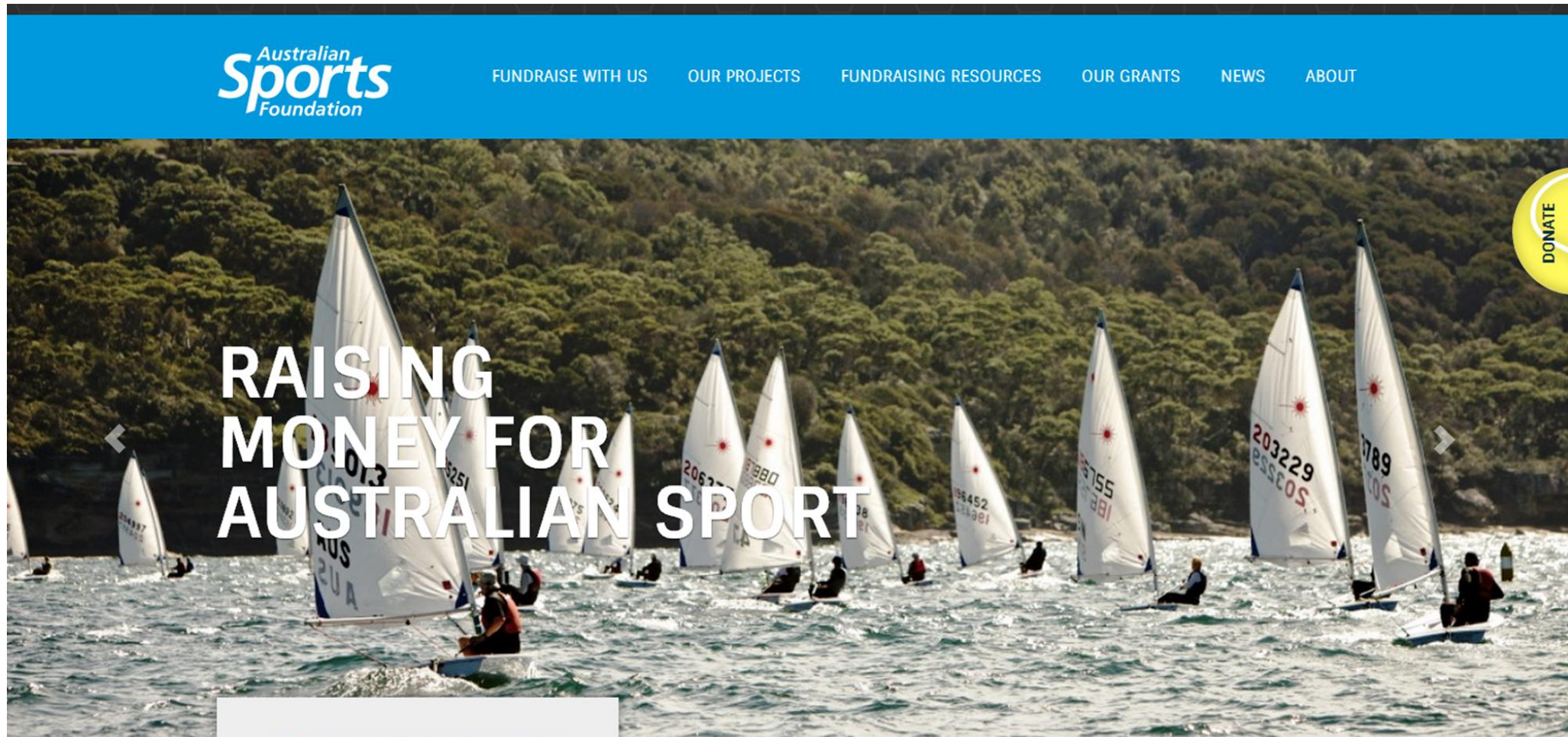
Onslow Park Tennis Club

ESTABLISHED 1925

Diverse Revenue Streams

- Alternative programming
 - Function Hire
 - Different uses for the available space
 - Sponsorship
 - Fundraising
-
- Maximising casual use opportunities

Fundraising – Australian Sports Foundation



What about membership?

- The changing face of membership
- What are you selling?
- Sell the benefit, not the feature... help solve their problem!
- The value of your membership – true and perceived
- Flexibility in payments and commitment

"People don't want to buy a quarter-inch drill, they want to buy a quarter-inch hole."

- Theodore Levitt



Tennis World



How to choose the right membership?

Customers interested in becoming a Tennis World member should look at which facilities and programs are most appealing and select a membership based on the package that will be most beneficial and cost effective.

<i>Programs and Classes</i>	Silver Membership	Gold Membership	Platinum Membership
<i>Court Hire</i>	Off-peak	YES	YES
<i>Gymnasiums</i>	YES	YES	YES
<i>Social Competitions & Weekend External Competitions</i>	1 per week	2 per week	Unlimited
<i>Tennis Workouts/Cardio Tennis/Gym Classes/Ladies Tennis Mornings</i>	-	8 per month	Unlimited
<i>Tennis Workout Plus</i>	-	-	Unlimited
<i>Discount on Coaching & Merchandise</i>	10%	10%	10%
<i>\$12.00 Guest Fee</i>	YES	YES	YES
<i>FREE Court Hire per day</i>	1 hour	1 hour	1 hour peak 1.5 hours off-peak*
<i>Online bookings can be made:</i>	1 day in advance	1 day in advance	3 days in advance

*1.5 hours on Western & Clay Courts at Melbourne Park

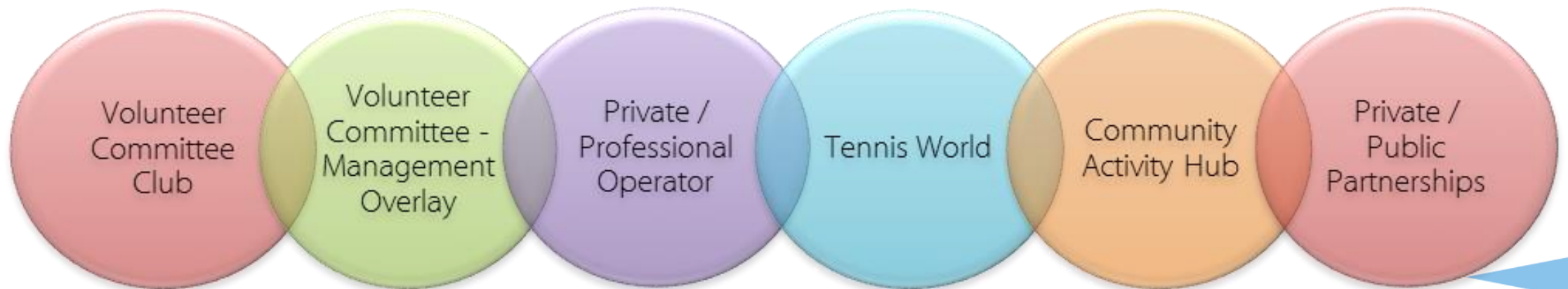
Still trying to decide if a Membership is the right option for you? Purchase a **Multi Visit Pass** and try out all the Tennis World programs.

Bringing it all together

Giving yourself the best chance for success


Delivering great outcomes

- Meeting expectations – internal and external
- Are there goals that are not being met?
- How many volunteer hours are going in to club operations?
- What options are there:



Before we take that step...

Gathering information and thorough analysis:

- Club Health Check completed
 - Financial review of the past 3 years
 - Membership figures (and pricing)
 - Coaching figures (and pricing or details of the club/coach agreement)
 - SWOT analysis to identify any areas that need attention or recognition and where the best outcomes can be achieved with specific management focus
- 

Alexander Park Tennis Club





Building a Better Club

Ceri Wagnell

President

2nd July 2015



ABOUT US

- Grass court club established in 1932
- 22 grass courts, 2 synthetic plus 2 hard
- Situated within the quiet residential suburb of Menora
- Currently 400 members – predominately male

OUR CHALLENGES

- Declining or stagnant membership numbers
 - ❖ aging membership base
- Increasing court and facility maintenance costs with declining revenue
- Victim of our success
- Not keeping up with current lifestyles

HOW DO WE CHANGE?

- Build a passionate team
- Think of our club as a business
- Support from the council and other stakeholders
- Invest in a manager to drive our new initiatives and maintain focus
- Revisit the strategy

CHANGING ENVIRONMENT AND CHANGING DEMOGRAPHICS

- Open the club
- Families
- Social membership/“Non-tennis” players
- 23% increase in female membership
- 25% increase in membership revenue
- 20% increase in revenue – bar takings and venue hire
- \$25,000 in sponsorship revenue

WHAT'S NEXT?

- Court resurfacing
- Continue to develop new programmes
- Build a strong junior committee
- Maintaining Sponsors
- Balancing traditional membership with the new generation of members
- Respect tradition, not everyone will like the changes but keep moving forward



BUILDING A BETTER CLUB

Alexander Park Tennis Club is a place where everyone can feel like they belong.



THANK YOU FOR
YOUR TIME



Hot Topics

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Techniques for gaining sponsorship

- What is your product?
 - What is the value of your product?
 - Who is the target market for sponsorship?
 - What is the opportunity for the sponsor?
 - How will you service the sponsor?
-
- Examples from Tennis West and from the floor

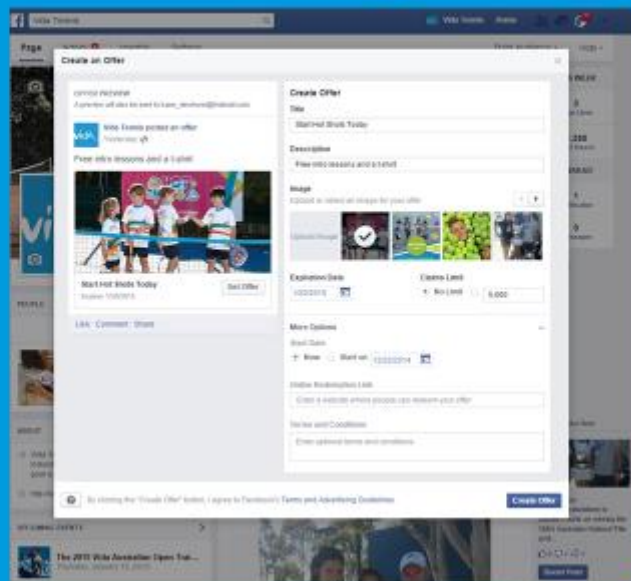
Social media... the silent LOUD voice

- The changing face of membership
- What are you selling?

MODERN Tennis example

Facebook Offers

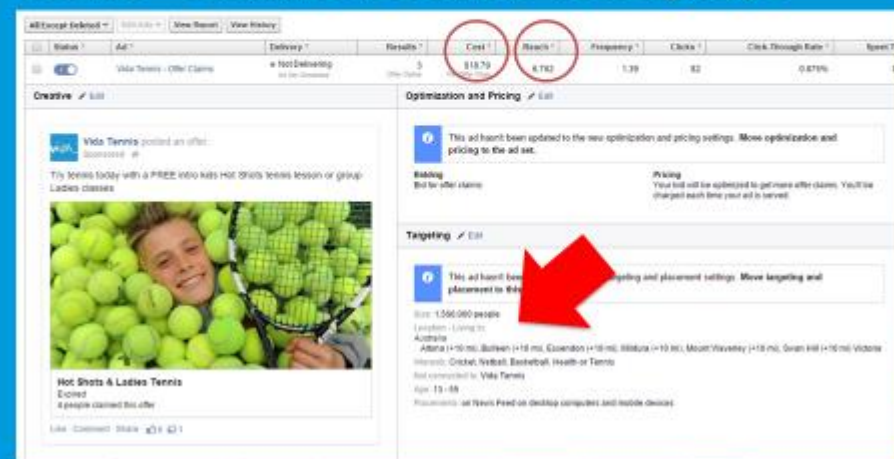
Est. time taken = 3 minutes



Second page – Add targeting.

Time = 5 minutes

Results = 8 minutes, \$18.79, 4 new sign ups



The ageing membership

- The curious case of Benjamin Button



- People don't get younger so you have to evolve and stay relevant for future generations!

HOW TENNIS WEST CAN HELP YOUR CLUB...

Brooke Koenig - Tennis West Participation Manager

Participation

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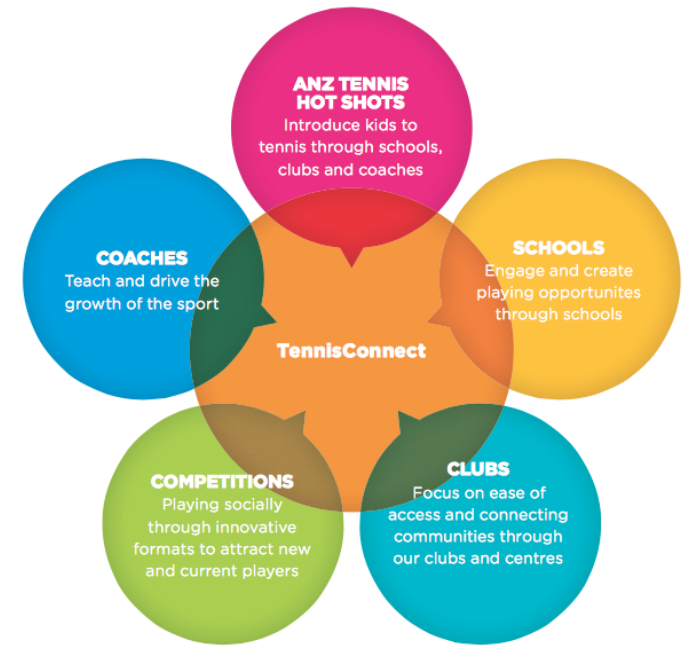
Club Resources

- Dedicated CLUB section on the Tennis website
- Club resources – consolidated in one place
- New resources / information to be added in 2015-2016




Participation Leaders (PL's)

- All states will align more consistently with the Participation Story
- Community Tennis to Participation
- Success with programs, schools and coaches
- Shift to a focus of clubs and competitions
- In the field PL's



Role of the Participation Leaders (PL's)

- PL's will have a portfolio of clubs (Metro/regional WA)
 - First point of contact for club
 - Engage, influence, support, train and develop key relationships with club volunteers, administrators, coaches and councils
 - Promote and increase uptake of participation services and programs offered
 - Drive more people to play tennis, increase registered players
 - Club Check Ins
- 

Who is my club's Participation Leader?

Paul Oldfield:

METRO SOUTH

- Blue Gum
- Bullcreek
- Corinthian
- East Fremantle
- Fremantle
- Kardinya
- South Perth
- Thornlie

SOUTH WEST

- Bunbury
 - Busselton
- LGS
- Denmark

Ardian Fazliu:

METRO CENTRAL

- Bayswater
- Cottesloe
- Forrestfield
- Lesmurdie
- Maylands
- Midland
- Nedlands
- Onslow Park

New PL:

METRO NORTH

- Alexander Park
- City Beach
- Loton Park
- Mt Lawley
- North Beach
- North Perth
- Reabold
- Sorrento



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