



# Strategic Plan – 2015 - 2025

## Viewbank Tennis Club Inc

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## Aims

- For VBTC to be regarded as the foremost tennis club in the district and the first tennis club of choice and thought by local residents, stakeholders, and existing members.
- To promote culture of member participation and involvement within the club, to continue to drive the club forward, grow membership and engaged the local community in tennis as a competition and leisure sport.
- To increase access to the sport of tennis to the general public

## Background

Viewbank Tennis Club has been in existence for some 45 years.

Currently, our club has around 300 members and administers one of the largest junior tennis programs within the city of Banyule. With approximately 50 court hours of coaching per week and 20 Saturday morning competition teams (involving over 100 children), we have a thriving junior program that is the envy of many other tennis clubs throughout the district.

In addition to the junior program, Viewbank Tennis Club fields teams in competitions on Tuesday, Wednesday and Thursday nights. As an Affiliate of Tennis Victoria, we also have the capability of fielding teams in the State pennant competition.

Viewbank Tennis Club has 8 floodlit tennis courts. 4 Synthetic Clay and 4 En-Tout-Cas courts. The clubhouse and surrounds provide a comfortable and attractive facility for both players, visitors and spectators.

We are of course faced with the ongoing challenge of maintaining and updating our courts and clubhouse facilities. This will be a constant and ongoing issue as it is for many clubs.

Viewbank Tennis Club is fortunate to be in a healthy financial position and able to jointly fund many of these development projects.

## Snapshot of Club Facilities



Picture 1 - View of synthetic court 4



Picture 2 - View of synthetic court 3



Picture 3 - View of en-tout-cas courts 1 & 2 in the distance










Picture 4 - Front of club house

## Portfolio area: Membership

| Objective:<br><i>WHAT do we want to achieve?</i>                        | Strategy:<br><i>HOW are we going to do it?</i>   | Timeline:<br><i>When are we going to do it?</i>  |  |   | Resources/<br>finances<br>needed:  | Outcome   |
|---|--|--|--|---|--|---|
|   |  | 12 months  | 2 years  | 5 to 10 years<br>Or ongoing                                 |  |   |
| <b>Increase no of club members from 305 (June 2015) by 5% per annum</b> | <ul style="list-style-type: none"> <li>● Upgrading facilities to allow for expansion and attracting new members, including - club house, resurfacing courts 7 &amp; 8, continue to upkeep grounds and surrounds</li> </ul> | <ul style="list-style-type: none"> <li>● Clubhouse – 12months</li> </ul>   | <ul style="list-style-type: none"> <li>● Courts – to be assessed (say within 2 years, but dependent on funding)</li> </ul> |   | <ul style="list-style-type: none"> <li>● VTC</li> <li>● BCC</li> <li>● Bendigo Bank</li> <li>● Sponsors</li> <li>● Members (option to call in additional levies from members or provide another option to renew memberships with long term options available)</li> </ul> | <ul style="list-style-type: none"> <li>● As at June 2015 membership is at 305</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>● Increase in advertising &amp; sponsorship</li> </ul>  | <ul style="list-style-type: none"> <li>● Confirm Stockman wines.</li> <li>● obtain new sponsorship - Pizza shop.</li> <li>● secure new sponsorship with real estate agent</li> </ul> |  | <ul style="list-style-type: none"> <li>● Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>● VTC</li> <li>● BCC</li> <li>● Bendigo Bank</li> <li>● Sponsors</li> <li>● Members</li> </ul>  | <ul style="list-style-type: none"> <li>● Stockman wines arrangement to be confirmed</li> <li>● Margheritta Pizza</li> <li>● Ray White Lower Plenty tbc?</li> <li>● Bendigo Bank</li> <li>● ETU</li> </ul> |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>                                | <b>Strategy:</b><br><i>HOW are we going to do it?</i>  | <b>Timeline:</b><br><i>When are we going to do it?</i>  |                |                                     | <b>Resources/finances needed:</b>   | <b>Outcome as at April 2015</b>  |
|--|--|---|----------------|-------------------------------------|---|--|
|  |  | <i>12 months</i>  | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i> |   |  |
|  | <ul style="list-style-type: none"> <li>➡ Improve communications with members</li> </ul>  | <ul style="list-style-type: none"> <li>➡ Continue to promote website</li> <li>➡ Utilise Facebook and twitter</li> <li>➡ Mail chimp email updates</li> </ul> |                | ➡ Ongoing                           | <ul style="list-style-type: none"> <li>➡ Annual payment for web hosting</li> <li>➡ Facebook boosts and/or promotion of page</li> <li>➡ 3 monthly</li> </ul> | ➡ Communication strategy has been implemented using all platforms.   |
| <b>Increase the number of junior members entering competition tennis from coaching</b> | <ul style="list-style-type: none"> <li>➡ Continue to increase exposure of fun and competitive tennis for juniors and others of all ages</li> </ul> | <ul style="list-style-type: none"> <li>➡ Fast 4 come and try days</li> </ul>  |                | ➡ Ongoing                           | <ul style="list-style-type: none"> <li>➡ Topline Tennis</li> <li>➡ VTC</li> <li>➡ Tennis Vic</li> <li>➡ NEJTA</li> </ul>                                    | <ul style="list-style-type: none"> <li>➡ Two Fast 4 come and try days conducted in first half of 2015 and were well received.</li> <li>➡ Two more days in second half of the year scheduled when weather is warmer.</li> </ul> |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i> | <b>Strategy:</b><br><i>HOW are we going to do it?</i>  | <b>Timeline:</b><br><i>When are we going to do it?</i>  |         |   | <b>Resources/finances needed:</b> | <b>Outcome as at April 2015</b>   |
|---|--|---|---------|---|-----------------------------------|---|
|   |  | 12 months   | 2 years | 5 to 10 years<br>Or ongoing   |                                   |   |
|   |  Work with Topline Tennis to increase numbers in Rookie Tour tennis surrounds /entrance |  6-12 month campaign |         |   |                                   |  Yet to be implemented   |
|   |  Improve the experience for juniors and parents at Saturday morning tennis              |  12months            |         |  Ongoing |                                   |  Junior program has been restructured:<br>- online registration implemented<br>- role shared between 4 people<br>- team selection policy implemented;<br>- Panel selection of teams<br>- better communication with parents |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i> | <b>Strategy:</b><br><i>HOW are we going to do it?</i>   | <b>Timeline:</b><br><i>When are we going to do it?</i>   |  |   | <b>Resources/<br/>finances needed:</b>  | <b>Outcome as at<br/>April 2015</b>   |
|---|---|--|--|---|---|---|
|   |   | <i>12 months</i>   | <i>2 years</i>   | <i>5 to 10 years<br/>Or ongoing</i>                       |   |   |
| <b>Improve communication with members</b>               | <ul style="list-style-type: none"> <li>Continue website development by revisiting website setup and reconstruct if necessary</li> </ul> | <ul style="list-style-type: none"> <li>Next AGM or by end of 2016</li> </ul>   | <ul style="list-style-type: none"> <li>review all</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>Source appropriately skilled web person to redesign website</li> </ul>   | <ul style="list-style-type: none"> <li>To be implemented after 2015 AGM</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Appoint committee member to solely work on website maintenance / social media</li> </ul>         |  | <ul style="list-style-type: none"> <li>review all</li> </ul> |   |   | <ul style="list-style-type: none"> <li>See above</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Increase followers on social media by 20 in next year</li> </ul>                                 | <ul style="list-style-type: none"> <li>6 &amp; 12 month Social media campaign to increase followers and likes</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>    | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>Prizes or incentives for members who provide emails/ updated info</li> <li>Money for boosting of page and posts</li> </ul> | <ul style="list-style-type: none"> <li>Campaign implemented <ul style="list-style-type: none"> <li>- tennis balls given to our first followers on FB and twitter.</li> <li>- FB likes at 90;</li> <li>- Twitter 15 followers</li> </ul> </li> </ul> |



| <b>Objective:</b><br><i>WHAT do we want to achieve?</i> | <b>Strategy:</b><br><i>HOW are we going to do it?</i>  | <b>Timeline:</b><br><i>When are we going to do it?</i> |                |                                     | <b>Resources/<br/>finances needed:</b>       | <b>Outcome as at<br/>April 2015</b>  |
|---|--|--|----------------|-------------------------------------|--|--|
|   |  | <i>12 months</i>                                       | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i> |  |  |
|   | ● Establish a club calendar of events (via web/newsletter)   | ● Implement annually                                   |                |                                     | ● Website/IT contact                         | ● To be done end 2015 for 2016   |
|   | ● Increase number of members who provide emails  | ● Continue to review                                   |                |                                     | ● VTC budget – allocate \$ to communications | ● Improved monitoring of email addresses via mail chimp has assisted greatly |
| <b>Annual club member satisfaction survey</b>           | ● Implement new online survey seeking member views about club administration, areas for improvement and feedback/suggestions for improvement | ● Annually   |                |                                     | ● Survey Monkey online survey via email      | ● To be finalised by end 2015.   |

## Portfolio area: Competition & Player Development

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>         | <b>Strategy:</b><br><i>HOW are we going to do it?</i>   | <b>Timeline:</b><br><i>When are we going to do it?</i>                            |         |   | <b>Resources/finances needed:</b>   | <b>Outcome as at April 2015</b>   |
|---|---|---|---------|---|---|---|
|   |   | 12 months   | 2 years | 5 to 10 years<br>Or ongoing                               |   |   |
| <b>Increase active participation of members in junior teams</b> | <ul style="list-style-type: none"> <li>Improve communication with members by having entry forms available via website, newsletter &amp; email as well as in club house</li> </ul> | <ul style="list-style-type: none"> <li>Autumn season</li> </ul>                   |         |   | <ul style="list-style-type: none"> <li>Topline Tennis</li> <li>Schools</li> <li>NEJTA</li> <li>Tennis Vic Committee</li> <li>Allocate funding for junior program/development</li> </ul> |   |
|   | <ul style="list-style-type: none"> <li>Look at options to increase junior teams</li> </ul>  | <ul style="list-style-type: none"> <li>Autumn and Spring Junior Season</li> </ul> |         | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |   | <ul style="list-style-type: none"> <li>Junior teams = 15</li> </ul>     |
|   | <ul style="list-style-type: none"> <li>Continue to increase exposure of fun and competitive tennis</li> </ul>   | <ul style="list-style-type: none"> <li>Fast 4 come and try days</li> </ul>        |         | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>Topline Tennis</li> <li>VTC</li> <li>Tennis Vic</li> <li>NEJTA</li> </ul>  | <ul style="list-style-type: none"> <li>4 throughout the year</li> </ul> |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i> | <b>Strategy:</b><br><i>HOW are we going to do it?</i>                       | <b>Timeline:</b><br><i>When are we going to do it?</i> |                |                                     | <b>Resources/<br/>finances needed:</b> | <b>Outcome as<br/>at April 2015</b> |
|---|---|--|----------------|-------------------------------------|--|-------------------------------------|
|   |   | <i>12 months</i>                                       | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i> |  |                                     |
|   | ● Work with Topline Tennis to increase numbers in Rookie Tour tennis        | ● Annually   |                | ● Ongoing                           |  | ● See above under membership        |
|   | ● Improve the experience for juniors and parents at Saturday morning tennis |  |                | ● Ongoing                           |  | ● See above under membership        |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>              | <b>Strategy:</b><br><i>HOW are we going to do it?</i>   | <b>Timeline:</b><br><i>When are we going to do it?</i>   |                |   | <b>Resources/finances needed:</b>   | <b>Outcome as at April 2015</b> |
|--|---|--|----------------|---|---|---------------------------------|
|  |   | <i>12 months</i>   | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i>                       |   |                                 |
| <b>Introduce/continue social tennis for members and non- members</b> | <ul style="list-style-type: none"> <li>Continue to market Fast 4 Tennis</li> </ul>  | <ul style="list-style-type: none"> <li>via emails, Facebook and twitter</li> </ul>   |                | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |   |                                 |
|  | <ul style="list-style-type: none"> <li>Arrange other nights/days to introduce tennis to the community – more open days</li> </ul> | <ul style="list-style-type: none"> <li>Annual club championships and open day</li> </ul>   |                | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>local newspaper story, advertising board, website, Facebook and Twitter</li> </ul> |                                 |
|  | <ul style="list-style-type: none"> <li>Encourage Team hits before night seasons</li> </ul>  | <ul style="list-style-type: none"> <li>Team captains to arrange team hits prior to each season</li> <li>Redevelopment of team captain materials by end 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |   |                                 |
|  | <ul style="list-style-type: none"> <li>Membership drive worked into the social tennis event</li> </ul>                            | <ul style="list-style-type: none"> <li>Same as Advertising and communication with members (work in with social tennis)</li> </ul>                                      |                | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |   |                                 |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>   | <b>Strategy:</b><br><i>HOW are we going to do it?</i> | <b>Timeline:</b><br><i>When are we going to do it?</i> |                |                                     | <b>Resources/<br/>finances needed:</b>                       | <b>Outcome as<br/>at April 2015</b> |
|---|---|--|----------------|-------------------------------------|--|-------------------------------------|
|   |   | <i>12 months</i>                                       | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i> |  |                                     |
| <b>Promote &amp; encourage participation in Club Championships to all membership categories</b> | ● Make attractive to all levels                       | ● Committee to have roles allocated                    |                | ● Ongoing                           |  |                                     |
|   | ● Set dates early each year                           | ● Sponsor  |                |                                     |  |                                     |
|   | ● Communicate dates early each year                   | ● Work with Topline Tennis as required                 |                |                                     |  |                                     |
| <b>Pennant team submission - Junior and adult teams</b>   | ● Encourage members to submit pennant team entries    | ● As required and by making courts available           |                | ● Ongoing                           | ● advertising board, website, Facebook and Twitter and email |                                     |

## Portfolio area: Finances

| Objective:<br><i>WHAT do we want to achieve?</i> | Strategy:<br><i>HOW are we going to do it?</i>   | Timeline:<br><i>When are we going to do it?</i>   |         |                             | Resources/<br>finances needed:   | Outcome<br>as at April<br>2015 |
|--|--|---|---------|-----------------------------|--|--------------------------------|
|  |  | 12 months   | 2 years | 5 to 10 years<br>Or ongoing |  |                                |
| Increase in membership (as above)                | <ul style="list-style-type: none"> <li>See membership goals</li> </ul>   |   |         |                             |  |                                |
| Increased fundraising from social activities     | <ul style="list-style-type: none"> <li>Make a 12 month plan for social events.</li> </ul>  | <ul style="list-style-type: none"> <li>2015/16 Club Plan completed by August 2015</li> </ul>      |         |                             | <ul style="list-style-type: none"> <li>VTC</li> <li>Members</li> </ul> |                                |
| Increase annual sponsorship                      | <ul style="list-style-type: none"> <li>Push advertising on website and in newsletter</li> <li>Seek rewards/loyalty programs</li> </ul> | <ul style="list-style-type: none"> <li>Appoint one person to solely manage sponsorship</li> </ul> |         |                             | <ul style="list-style-type: none"> <li>Committee</li> </ul>            |                                |
|  | <ul style="list-style-type: none"> <li>Seek rewards/loyalty programs</li> </ul>  |   |         |                             |  |                                |
|  | <ul style="list-style-type: none"> <li>Seek financial sponsorship</li> </ul>   |   |         |                             |  |                                |
|  | <ul style="list-style-type: none"> <li>Seek other non- cash benefits</li> </ul>  |   |         |                             |  |                                |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>                      | <b>Strategy:</b><br><i>HOW are we going to do it?</i>   | <b>Timeline:</b><br><i>When are we going to do it?</i>   |                |   | <b>Resources/<br/>finances needed:</b>   | <b>Outcome<br/>as at April<br/>2015</b>  |
|--|---|--|----------------|---|--|--|
|  |   | <i>12 months</i>   | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i>                         |  |  |
| <b>Access to<br/>council/government grants<br/>(from capital works plan)</b> | <ul style="list-style-type: none"> <li>● Attend funding seminars (Exec committee to attend)</li> </ul>            | <ul style="list-style-type: none"> <li>● Setup calendar of events to attend</li> </ul>   |                | <ul style="list-style-type: none"> <li>● Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>● BCC</li> <li>● Bendigo Bank</li> <li>● CBA</li> <li>● Our Community</li> <li>● Adam</li> <li>● Peter</li> <li>● Sonja</li> <li>● Tennis Vic</li> <li>● Telstra</li> </ul> | Applied for:<br>3 x grants<br>TELSTRA<br>BANYULE<br>COUL<br>SPORT<br>GRANT<br>TENNIS<br>aUST |
|  | <ul style="list-style-type: none"> <li>● Develop relationships with ward councillor at Banyule Council</li> </ul> | <ul style="list-style-type: none"> <li>● Annually</li> </ul>   |                |   |  |  |
|  | <ul style="list-style-type: none"> <li>● Apply for funding with Bendigo Bank</li> </ul>                           | <ul style="list-style-type: none"> <li>● Need to complete a plan for design of potential capital works/ develop application</li> </ul> |                |   |  |  |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i> | <b>Strategy:</b><br><i>HOW are we going to do it?</i>                                | <b>Timeline:</b><br><i>When are we going to do it?</i> |         |                             | <b>Resources/<br/>finances needed:</b>         | <b>Outcome as at<br/>April 2015</b>  |
|---|--|--|---------|-----------------------------|--|--------------------------------------|
|   |  | 12 months  | 2 years | 5 to 10 years<br>Or ongoing |  |                                      |
|   | ● Look into funding from other banks   |  |         |                             |  |                                      |
|   | ● Contact and apply for funding from BCC   |  |         |                             |  |                                      |
| <b>Invoicing comp fees</b>                              | ● Use Tennis Vic facility to invoice members for comp fees and to manage collections | ● Trial for Junior Spring Season                       |         | ● Ongoing                   | ● Active Online - Online sports registration   | ● Junior trial successful - May 2015 |
|   | ● Investigate implementation for other competitions after trial concluded            | ● Determine by end 2015                                |         |                             | ● Active Online - Online sports registration   |                                      |
| <b>Accounting/bookkeeping</b>                           | ● Move from excel accounts to more transparent online software                       | ● By September/October 2014                            |         |                             | ● Adam<br>● Intuit<br>● BB<br>● CBA<br>● Annie | ● Done – October 2015                |



## Portfolio area: Facilities

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>  | <b>Strategy:</b><br><i>HOW are we going to do it?</i>  | <b>Timeline:</b><br><i>When are we going to do it?</i>                                     |  |   | <b>Resources/finances needed:</b>   | <b>Outcome as at April 2015</b>   |
|--|--|--|--|---|---|---|
|  |  | 12 months  | 2 years  | 5 to 10 years<br>Or ongoing                                   |   |   |
| <b>To introduce a capital works plan with defined annual items and costs by end of this financial year (June 2015)</b> | <ul style="list-style-type: none"> <li>Introduce capital works plan, priorities; Costing (obtain quotes for costing/budget for project); Research</li> </ul> | <ul style="list-style-type: none"> <li>30 June 2015</li> </ul>                             |  | <ul style="list-style-type: none"> <li>and ongoing</li> </ul> | <ul style="list-style-type: none"> <li>Council;</li> <li>Planners;</li> <li>Committee Members;</li> <li>Budget</li> </ul> |   |
| <b>Courts<br/>Resurface courts 7 &amp; 8<br/>Resurface courts 1 &amp; 2</b>  | <ul style="list-style-type: none"> <li>Courts: investigate costs</li> </ul>  | <ul style="list-style-type: none"> <li>Funding submission complete by June 2015</li> </ul> | <ul style="list-style-type: none"> <li>Courts – establish court surface and action date by 30 June 2017</li> </ul> |   | <ul style="list-style-type: none"> <li>Funding from: VTC BCC, Bendigo Bank, members and sponsors</li> </ul>               | <ul style="list-style-type: none"> <li>Estimated cost of \$200,000 approx for 4 courts</li> </ul>         |
| <b>Lights<br/>Lighting of courts 7 &amp; 8</b>   | <ul style="list-style-type: none"> <li>Lights: investigate costs</li> </ul>  | <ul style="list-style-type: none"> <li>Funding submission complete by June 2015</li> </ul> | <ul style="list-style-type: none"> <li>Lights – determine action date by 30 June 2017</li> </ul>                   |   | <ul style="list-style-type: none"> <li>Funding from: VTC BCC, Bendigo Bank, members and sponsors</li> </ul>               | <ul style="list-style-type: none"> <li>Estimated cost of \$50,000 approx. for lights on courts</li> </ul> |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>         | <b>Strategy:</b><br><i>HOW are we going to do it?</i>     | <b>Timeline:</b><br><i>When are we going to do it?</i> |                |   | <b>Resources/ finances needed:</b>                                   | <b>Outcome as at April 2015</b> |
|---|---|--|----------------|---|--|---------------------------------|
|   |   | <i>12 months</i>                                       | <i>2 years</i> | <i>5 to 10 years</i><br><i>Or ongoing</i> |  |                                 |
| <b>New perimeter fencing and internal fencing around courts</b> | ● Investigate cost of replacing all fencing around courts | ● Obtain quotes by end 2015                            |                |   | ● Funding from:<br>VTC BCC,<br>Bendigo Bank,<br>members and sponsors |                                 |
| <b>New nets for all courts</b>                                  | ● Investigate cost of replacing all fencing around courts | ● Obtain quotes by end 2015                            |                |   | ● Funding from:<br>VTC BCC,<br>Bendigo Bank,<br>members and sponsors |                                 |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>  | <b>Strategy:</b><br><i>HOW are we going to do it?</i>  | <b>Timeline:</b><br><i>When are we going to do it?</i>   |                |  | <b>Resources/<br/>finances needed:</b>   | <b>Outcome as at<br/>April 2015</b>  |
|--|--|--|----------------|--|--|--|
|  |  | <i>12 months</i>   | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i>  |  |  |
| <b>Grounds<br/>Maintenance of gardens, etc &amp;<br/>spectator facilities and BBQ<br/>area</b> | <ul style="list-style-type: none"> <li>➡ Fencing – install new wind breaks</li> </ul>  | <ul style="list-style-type: none"> <li>➡ ASAP – committee to discuss</li> </ul>                          |                |  | <ul style="list-style-type: none"> <li>➡ Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> | <ul style="list-style-type: none"> <li>➡ New windbreaks have been ordered and installed</li> </ul> |
|  | <ul style="list-style-type: none"> <li>➡ New tables and chairs, tarps/covers for outside viewing areas, new garden beds inside and outside of grounds etc</li> </ul>   | <ul style="list-style-type: none"> <li>➡ Develop wish list and prioritise by end of July 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>➡ Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>➡ Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |  |
| <b>Develop a welcoming tennis facility</b>   | <ul style="list-style-type: none"> <li>➡ Improve the overall look and feel of Club, with TV and improved kids area to increase mums participation in tennis</li> </ul> | <ul style="list-style-type: none"> <li>➡ Develop wish list and prioritise by end of July 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>➡ Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>➡ Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |  |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i> | <b>Strategy:</b><br><i>HOW are we going to do it?</i>   | <b>Timeline:</b><br><i>When are we going to do it?</i> |                |                                     | <b>Resources/ finances needed:</b>                                       | <b>Outcome as at April 2015</b> |
|---|---|--|----------------|-------------------------------------|--|---------------------------------|
|   |   | <i>12 months</i>                                       | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i> |  |                                 |
| <b>Clubhouse facilities to be fixed/replaced</b>        | ● Improve ventilation in toilets.   | ● Obtain quotes by end 2015                            |                | ● Review club facilities            | ● Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors |                                 |
|   | ● Improve poor safety and insulation with toughened exterior window glass.                                  | ● Obtain quotes by end 2015                            |                | ● Review club facilities            | ● Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors |                                 |
|   | ● Improve the lack of wheelchair access ramps.  | ● Obtain quotes by end 2015                            |                | ● Review club facilities            | ● Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors |                                 |
|   | ● Increase space to accommodate the number of players and guests etc. on competition days and storage space | ● Obtain quotes by end 2015                            |                | ● Review club facilities            | ● Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors |                                 |
|   | ● Updating of furnishings – e.g. carpets, kitchen facilities etc.   | ● Obtain quotes by end 2015                            |                | ● Review club facilities            | ● Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors |                                 |

| <b>Objective:</b><br><i>WHAT do we want to achieve?</i>                    | <b>Strategy:</b><br><i>HOW are we going to do it?</i>   | <b>Timeline:</b><br><i>When are we going to do it?</i>                      |                |  | <b>Resources/ finances needed:</b>   | <b>Outcome as at April 2015</b> |
|--|---|---|----------------|--|--|---------------------------------|
|  |   | <i>12 months</i>  | <i>2 years</i> | <i>5 to 10 years<br/>Or ongoing</i>                                      |  |                                 |
| <b>Investigate/Implement environmental sustainability measures at club</b> | <ul style="list-style-type: none"> <li>Investigate water harvesting for watering of courts, gardens and flushing of toilets</li> </ul>      | <ul style="list-style-type: none"> <li>Obtain quotes by end 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |                                 |
|  | <ul style="list-style-type: none"> <li>Investigate renewable energy sources - eg. solar for external lights and clubhouse lights</li> </ul> | <ul style="list-style-type: none"> <li>Obtain quotes by end 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |                                 |
|  | <ul style="list-style-type: none"> <li>Source energy efficient appliances and other energy saving measures</li> </ul>                       | <ul style="list-style-type: none"> <li>Obtain quotes by end 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |                                 |
|  | <ul style="list-style-type: none"> <li>Insulation - to improve ambient temperature in both winter and summer</li> </ul>                     | <ul style="list-style-type: none"> <li>Obtain quotes by end 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |                                 |
|  | <ul style="list-style-type: none"> <li>Mulch and garden beds for water retention</li> </ul>   | <ul style="list-style-type: none"> <li>Obtain quotes by end 2015</li> </ul> |                | <ul style="list-style-type: none"> <li>Review club facilities</li> </ul> | <ul style="list-style-type: none"> <li>Funding from VTC, BCC, Bendigo Bank, other banks, members and sponsors</li> </ul> |                                 |

## Portfolio area: Social Activities

| Objective:<br><i>WHAT do we want to achieve?</i>  | Strategy:<br><i>HOW are we going to do it?</i>                                     | Timeline:<br><i>When are we going to do it?</i> |         |                                | Resources/<br>finances<br>needed: | Outcome as at<br>April 2015 |
|---|--|---|---------|--------------------------------|-----------------------------------|-----------------------------|
|   |  | 12 months                                       | 2 years | 5 to 10<br>years<br>Or ongoing |                                   |                             |
| <b>Increase no. of social activities to promote member involvement and interaction between different membership categories (ultimately aim for 6 to 8 events per annum)</b> | ● Make a 12 month plan for social events.  | ● 2015/16 Club Plan completed by August 2015    |         |                                | ● VTC<br>● Club members           |                             |
| <b>Measure no. of events, attendance at events, funds raised, etc</b>   | ● Keep records of attendance, funds raised, expenditure and number of events held. | ● After each event.                             |         |                                | N/A                               |                             |