



RSY TOWARDS 2020

STRATEGIC PLAN 2016 - 2020

*DEAR FELLOW MEMBERS
OF ROYAL SOUTH YARRA
LAWN TENNIS CLUB*

For 133 years, Royal South Yarra Lawn Tennis Club has been seeking to provide its members with the highest quality and most rewarding environment to participate in tennis and other sporting, recreational and social pursuits ... together. The Club has a long and prosperous story of growth and development. The Club enjoys a position of vitality equal to, or exceeding that which has existed at any time in its long history. Now, with the implementation of the RSY Towards 2020 strategic plan for 2017-20, Royal South Yarra is strategically poised to take the next substantial step in its maturation.

This upcoming period will be one of refinement and refocusing — a special opportunity to realise more fully our vast potential by building upon our hard-earned solid foundation and to further define the Club's true and best character. This movement forward will not only be about buildings and growth, but also about the continued sophistication and elevation of our culture as a member-centred organisation, developing ever-better services and facilities for your improved health, well-being and enjoyment.

Our planning process was modelled on the collaborative spirit that the strategic plan is designed to deepen. A large number of Committee, Sub-Committee and playing members, along with our management team and external facilitators have worked for most of 2016 on this project in a true communal effort.

Throughout the plan's development, a significant portion of the Royal South Yarra community came together to share their vision and connect ideas, reimagining our Club. It was clear throughout the process that the Club community shared a central belief for the plan we were creating: that the plan and its goals should focus foremost and most powerfully on the well-being of the members. This RSY Towards 2020 strategic plan seeks to create and refine the practices, processes, facilities and services that will motivate and enable each member to uncover and ignite the true potential of his or her membership in the 21st century. Our collective mission must be to propel our members into more enjoyable lives, inspired and motivated through robust sporting and recreational endeavours.

It may be that not everything we plan for will ultimately unfold, as new directions will emerge, yet this document can act as a guide for the Club over the next four years, providing starting points, both reasonable and lofty goals, and some practical suggestions for our behaviour as a world class private club. It is perhaps most important that we collectively agree on the journey we will undertake, initially setting specific targets that might logically change as our voyage matures and evolves.

I invite you to read our plan, to learn how it is intended to maintain Royal South Yarra Lawn Tennis Club's position as one of Australia's pre-eminent private sporting institutions, and to imagine how you can contribute to this transformative vision. Together, we can create the very best version of our Club, offering you a healthier, more enjoyable and rewarding lifestyle.

DREW FENTON *President*

OUR VISION

*ROYAL SOUTH YARRA LAWN
TENNIS CLUB WILL PROVIDE ITS
MEMBERS WITH THE HIGHEST
QUALITY TENNIS, SPORTING
AND SOCIAL EXPERIENCE OF
ANY CLUB IN AUSTRALIA.*



ROYAL SOUTH YARRA
LAWN TENNIS CLUB
EST. 1884

MISSION AND VALUES

THE CLUB'S MISSION IS TO:

- › Provide members with the opportunity to participate in all levels of competition and social tennis as well as other sporting, fitness and social activities.
- › Offer the best member services and facilities.
- › Uphold the history and traditions of the Club and game.
- › Deliver ultimate levels of member satisfaction in a friendly and family-oriented environment.
- › Create an atmosphere which attracts and retains the highest quality staff.
- › Contribute actively to the community.

THE CLUB'S CORE VALUES ARE:

RESPECT – uphold and build upon the history and traditions of the Club.

COURTESY – interact with others in a manner that is respectful and considerate and value a code of good sportsmanship.

ACTIVE ENGAGEMENT – encourage ever increasing member participation in the Club through tennis and other sporting and social activities.

STRIVING FOR EXCELLENCE – be innovative and aspire to the highest standards in all activities, facilities and services.



THE FIRST SET

MEMBERSHIP

2017-18 KEY INITIATIVES

- › Simplify and digitise the membership nomination process.
- › Introduce a revised and more personalised new member induction process, meeting the specific needs of each age group and category.
- › Identify methods to increase member retention, particularly those aged between 18-35.
- › Increase support to the Club's younger members.
- › Complete the review of membership rules, procedures and categories.

2020 DESIRED OUTCOMES

- › Maintain our reputation as the club of choice for tennis, recreational and social activities.
- › Aim to achieve 5% real growth in membership numbers across all age groups.
- › Increase member satisfaction across all key services.

THE SECOND SET

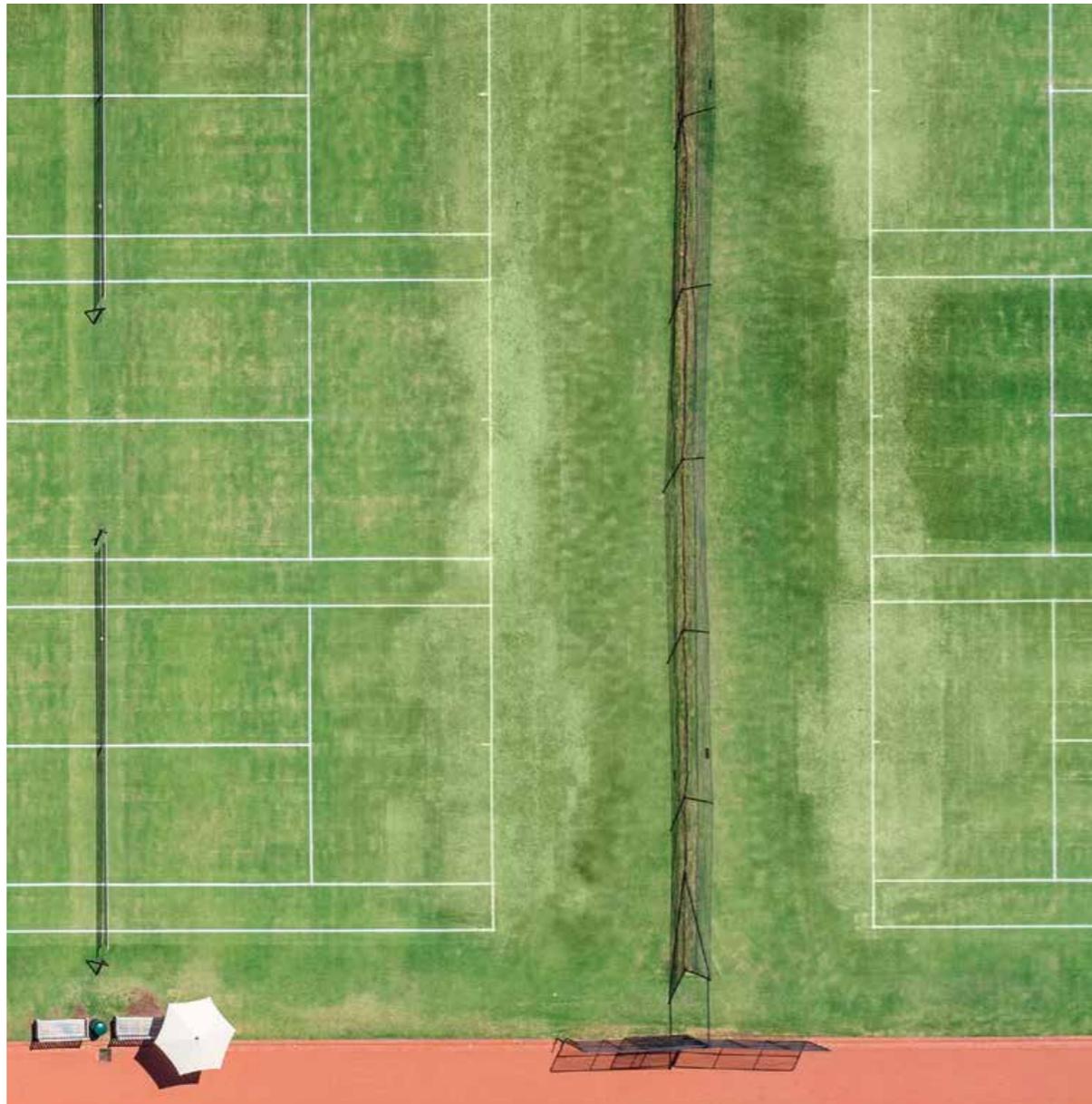
SPORTING ACTIVITIES

2017-18 KEY INITIATIVES

- › Review the Club's coaching requirements and the need for an elite junior tennis program.
- › Identify new sporting options and facilities.
- › Ensure that the Club is involved in the promotion and participation of Victorian elite tennis competitions.

2020 DESIRED OUTCOMES

- › Complete the gymnasium expansion.
- › Complete renovation of all en tout cas courts.
- › Complete installation of LED lighting to all en tout cas courts.
- › Expand the range of sporting facilities and services for members.



THE THIRD SET

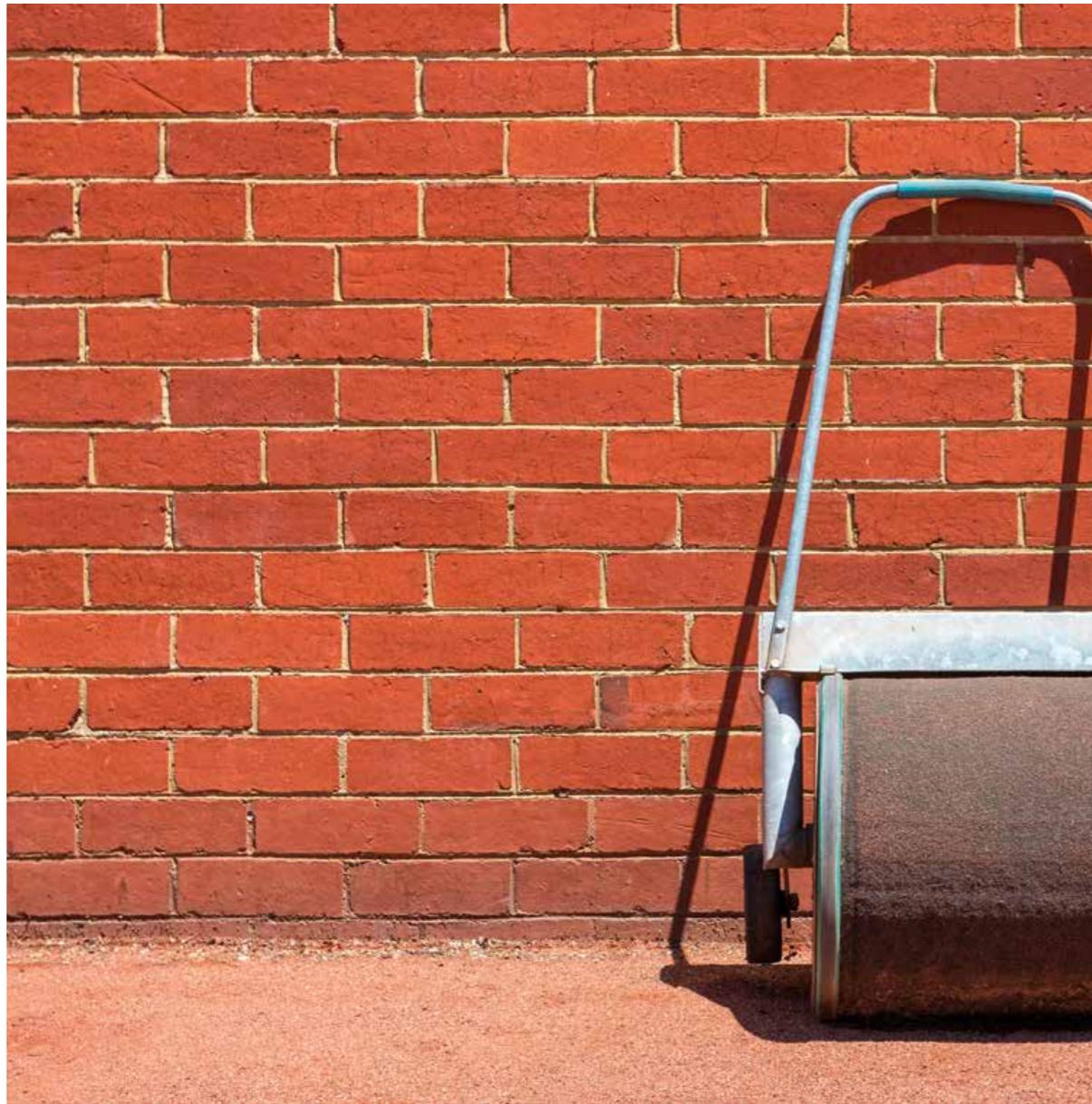
IT AND COMMUNICATIONS

2017-18 KEY INITIATIVES

- › Seek advice on the latest smart technology applications to improve member services and operational procedures.
- › Increase traffic on our social media platforms.
- › Review and improve internal communication.
- › Provide an online reservation and merchandise sales platform for members.

2020 DESIRED OUTCOMES

- › Expand the number of member services which utilise smartcard technology.
- › Continue to maintain state-of-the-art technology systems.
- › Evaluate the potential benefit of installing smart-power management systems.
- › Develop internal and external communication systems and plans which modernise information dissemination to staff and members.



THE FOURTH SET

PROPERTY AND ASSETS

2017-18 KEY INITIATIVES

- › Complete the asset protection plan.
- › Finish refurbishments to level 3 of the clubhouse.
- › Improve Bar functionality and mechanical services.
- › Implement Bistro acoustic attenuation plan.
- › Complete stage 1 of the hedge redevelopment in association with pathway access to en tout cas courts 5-15.
- › Improve the amenity of the Pavilion.
- › Refurbish the Billiards Room.

2020 DESIRED OUTCOMES

- › Complete the Club Master Plan.
- › Maximise clubhouse utilisation by upgrading access to the Western Terrace and Norman Brookes Room.
- › Complete facility improvement program – grounds, internal fencing, squash courts and immediate surrounds.
- › Be well advanced in the replacement of the Club's boundary fencing.
- › Implement necessary changes to the Williams Road North entry.





THE FIFTH SET

FINANCES

2017-18 KEY INITIATIVES

- › Continue development of the Club's integrated financial and benchmarking models.
- › Continue assessment of potential external revenue streams.
- › Assist the Foundation to become a source of long-term development capital.
- › Complete asset review and establish future capital development priorities.

2020 DESIRED OUTCOMES

- › Grow operating cash surplus by 5% annually.
- › Develop additional revenue streams.
- › Complete a capital plan with funding options for redevelopment of the Club's footprint.



THE SIXTH SET

GOVERNANCE AND STAFF

2017-18 KEY INITIATIVES

- › Conduct a review of the structure, roles and responsibilities of all sub-committees.
- › Continue the transition of operational authority and responsibilities from the Committee to management.
- › Develop a formal succession planning policy and process for Committee members.
- › Introduce an induction process for new Committee members.
- › Enhance staff training and professional development.

2020 DESIRED OUTCOMES

- › Strengthen best-practice corporate governance.
- › Continue to refine the Committee and sub-committee structure.
- › Increase the involvement of younger members on all sub-committees.
- › Grow our reputation as an acknowledged employer of choice.

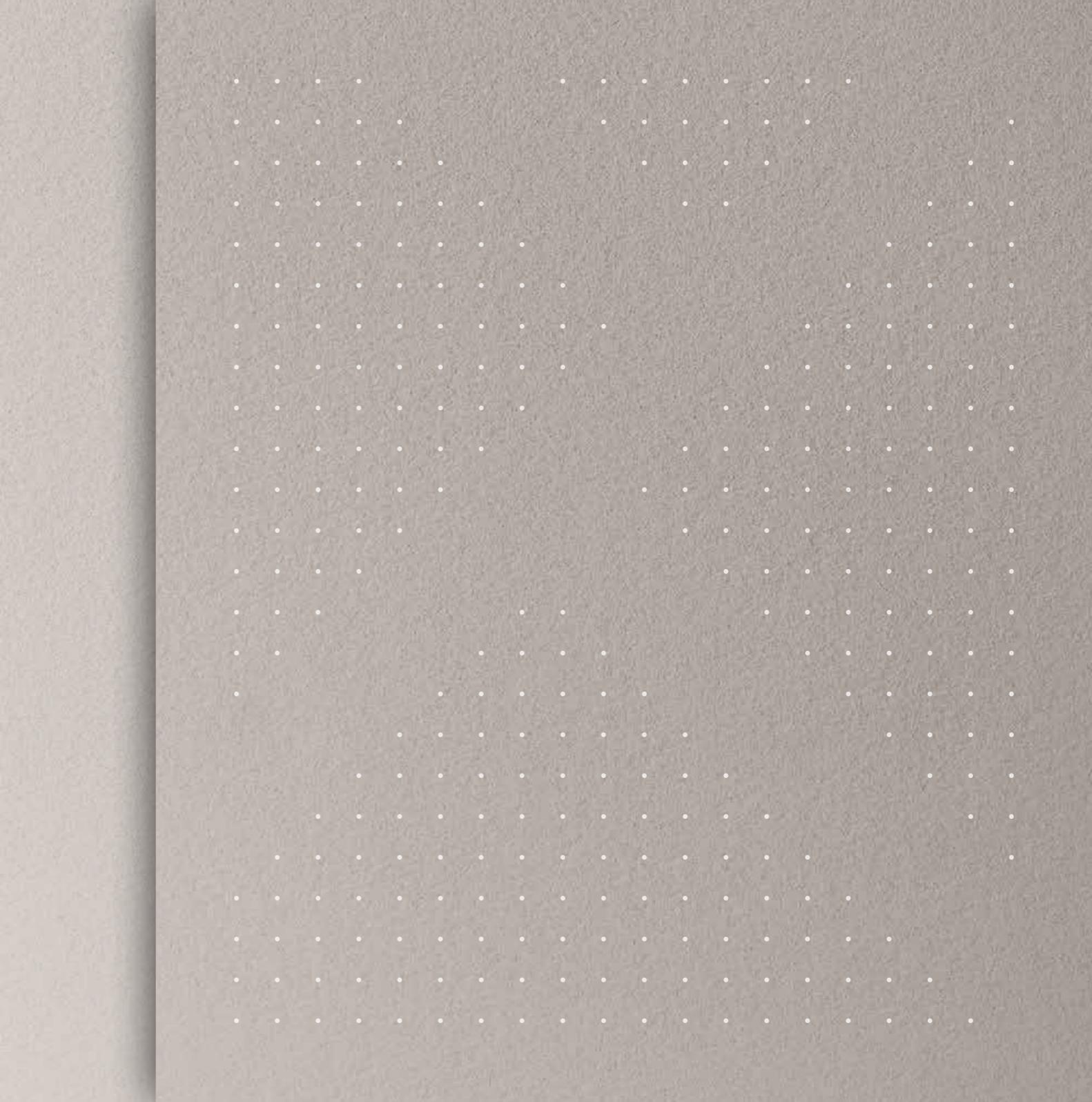
EXTERNAL RELATIONSHIPS

2017-18 KEY INITIATIVES

- › Build and support our charity and community partnerships.
- › Increase engagement with Stonnington council, at councillor and executive level.
- › Develop an event to enhance relationships with other Centenary Tennis Clubs in Australia.
- › Continue to work closely with Tennis Australia and Tennis Victoria.
- › Strengthen relationships with regional tennis clubs.

2020 DESIRED OUTCOMES

- › Continue to grow our engagement with the wider community.
- › Increase the number of reciprocal club relationships, where appropriate.





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