

ROYAL SOUTH YARRA
LAWN TENNIS CLUB

Founded 1884.



STRATEGIC PLAN
2012-2016



DEAR FELLOW MEMBERS OF ROYAL SOUTH YARRA LAWN TENNIS CLUB

In early 2011, with the assistance of a specialist consultant who has undertaken similar exercises for other sporting clubs, the General Committee embarked on the preparation of a Strategic Plan for Royal South Yarra Lawn Tennis Club.

The General Committee of the time, senior staff members, and a three-person working group participated in a number of workshops, initially focussing on the Vision, Mission and Core Values of the Club, and the Critical Success Factors by which we may measure achievement of our Vision and Mission. The Critical Success Factors were then used to develop the following eight Strategic Sets for Desired Outcomes in the subsequent four years and the Key Initiatives for the initial 12 to 24 month period:

- Membership;
- Sporting Activities;
- Clubhouse Activities;
- Communication;
- Property & Assets;
- Finances;
- Governance & Staff; and
- External Relationships.

With the election of the new General Committee in November 2011, the draft document was thoroughly reviewed with many thoughts of the time challenged and amended to better reflect current views.

The Captain's Committee particularly contributed to a more targeted sporting strategy. The result is the production of this document, which will provide a framework for decision making of the General Committee in the coming years.

I would like to thank all those who have given up a considerable amount of time in the finalisation of the Strategic Plan. Particularly, I would like to thank my Vice President Peter Lie, Simone Munro, Tony Joubert, Loretta Sheales, our General Manager Kim Young, and Derek Skues, who has facilitated many of the meetings and workshops.

I commend this document to members and encourage your feedback.



Susie Strangward
PRESIDENT



OUR VISION

Royal South Yarra Lawn Tennis Club will provide its members with the highest quality and most rewarding tennis, sporting and social experience of any private club in Australia.

OUR CORE VALUES

Tradition & Respect

We honour the history of the Club and act as custodians for future generations. We behave in a respectful manner with a sense of duty and obligation to all our members, staff and the sport of tennis.

Friendly & Inclusive

We provide a friendly and inclusive environment for members, visitors and staff.

Active & Committed

We encourage and engage members through tennis and other sporting, fitness and social activities.

We celebrate the Club's successes in a way that highlights our commitment to the Club and the sport of tennis.

Striving for Excellence

We seek excellence in all activities, staff performance, and the provision of facilities and services, and apply innovation in our thinking and approach.

Family

We promote intergenerational family memberships.

OUR MISSION

Royal South Yarra Lawn Tennis Club aims to:

Provide members with a range of opportunities to participate in all levels of competition and social tennis, and other sporting, fitness and social activities;

Provide the highest quality tennis and supporting facilities;

Deliver the highest level of member satisfaction through valued member services in a friendly and family oriented environment, fostering lifelong friendships;

Uphold the history and traditions of the game and the Club through our high standards of behaviour, character and shared values, while maintaining a modern and progressive outlook; and

Be an active contributor to the wider tennis community.



STRATEGIC SETS

Outcomes & Initiatives

Membership

2016 DESIRED OUTCOMES

We will have:

Maintained our total membership number (4,600).

Increased membership numbers in the 25-45 age group.

Reinvigorated the Club and its activities.

Continued to increase the participation of members in Club activities and use of facilities.

KEY INITIATIVES 12-24 MONTHS

We will:

Review the effectiveness of the Membership Working Group key initiatives in increasing the demand for membership.

Simplify the membership category rules, where possible.

Review the scope and detail of our by-laws for appropriateness.

Continually review the changes in numbers of all membership categories and analyse the reasons.

Identify reasons for members joining and leaving the Club.

Formalise a new member induction process.

Maintain a functional membership data base.



Sporting Activities

2016 DESIRED OUTCOMES

We will have:

Increased participation in all levels of competition and social tennis; more people playing more often.

Maintained the scholarship program to ensure it continues to meet the needs of the Club.

Established tennis, squash and fitness events and opportunities that promote participation of members, in particular junior and younger age groups.

Maintained all tennis courts to the highest standards possible and review court surfaces.

Retained the highest quality coaches for the benefit of members.

KEY INITIATIVES 12-24 MONTHS

We will:

Review the scope of the Captain's Committee in tennis, squash and fitness activities of the Club and clearly define and integrate the role of the Club Sports Director.

Increase the range of relevant opportunities for members, including organised club events, mid-week competition, weekend pennant, social tennis and coaching services.

Maintain the scholarship program with the aim of reducing gaps in our player list needed to field pennant teams at all levels, including succession opportunities for upcoming players.

Review the benefit of hosting a high profile tennis event (e.g. Pro-Am during the Australian Open and/or Davis Cup).

Ensure our tennis coaches are involved in tennis strategy and Club events and develop mutually beneficial arrangements that promote participation at all levels.

Review all sports activities.

Collect usage and participation data of our tennis and other sporting and fitness activities and facilities.

Clubhouse Activities

2016 DESIRED OUTCOMES

We will have:

Continued to improve the standard and value of services and facilities.

Continued to develop a series of well patronised social events.

Increased the number of private member and member introduced functions.

Increased clubhouse patronage.

KEY INITIATIVES 12-24 MONTHS

We will:

Review the calendar of Club functions.

Assist convenors of member-initiated events with relevant staff support.

Support younger members' Club social activities and events.

Collect usage and participation data.

Benchmark service offers with other like organisations.



Communication

2016 DESIRED OUTCOMES

We will have:

Introduced contemporary communication mediums that are effective in reaching all members.

Achieved increased member satisfaction with our communication levels and quality.

Developed a high quality and well patronised website.

KEY INITIATIVES 12-24 MONTHS

We will:

Utilise a range of effective and appropriate communication methods with the objective of connecting with all members.

Obtain member email details to increase communication efficiency (goal of 75%).

Review the effectiveness of current and newly introduced communication mediums.

Increase the information on our website and the use of our website.

Formulate a full communication plan for members and other stakeholders using data analysis from the review.

Encourage members' suggestions and ensure their adequate consideration.

Property & Assets

2016 DESIRED OUTCOMES

We will have:

Finalised a Master Plan for the Club site and adjoining properties including tennis courts, covering a minimum of 10 years.

Reviewed the future use of other Club properties.

Continued environmentally sustainable initiatives.

KEY INITIATIVES 12-24 MONTHS

We will:

Undertake a post occupancy evaluation of the redeveloped clubhouse.

Develop a 5 year capital works program.

Review and identify alliance opportunities with other clubs.

Advance an environmental sustainability plan.

Develop an annual maintenance plan.

Finances

2016 DESIRED OUTCOMES

We will have:

Targeted trading surpluses which ensure long term financial sustainability.

Implemented additional sources of income.

Commenced building a long term capital fund for ongoing capital improvements.

KEY INITIATIVES 12-24 MONTHS

We will:

Maintain entrance fees at a level equivalent to three times Full Playing subscription rate.

Target annual subscription increases by CPI+.

Conduct an assessment of costs and expenditure, including benchmarking against other clubs.

Complete 5 year capital and cash flow forecasts.

Review the objectives, constitution and operation of the Royal South Yarra Foundation.

Identify additional sources of income and commence implementation.



Governance & Staff

2016 DESIRED OUTCOMES

We will have:

A progressive committee and sub-committee structure that works in partnership with management.

Utilised the skills and experience of members and encourage their involvement in the Club.

Increased the involvement of younger members (under 40) on all committees.

Increased the level of staff satisfaction.

KEY INITIATIVES 12-24 MONTHS

We will:

Review and document the structure, roles and responsibilities of all sub-committees.

Align the agenda of the General Committee with the Strategic Plan.

Conduct a bi-annual implementation review of the Strategic Plan.

Continue and enhance staff training and development.

External Relationships

2016 DESIRED OUTCOMES

We will have:

Strengthened relationships with state and local authorities.

Built collaborative partnerships with Tennis Australia, Tennis Victoria and relevant regional and local organisations.

KEY INITIATIVES 12-24 MONTHS

We will:

Develop a plan to engage with the wider community, including state and local authorities.

Continue to review reciprocal opportunities with other clubs – particularly within Australia.



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