

KORU (PAKURANGA) LAWN TENNIS CLUB

DRAFT BUSINESS PLAN



SECTION 1: OVERVIEW

Koru (Pakuranga) Lawn Tennis Club Inc. (hereinafter referred to as the “Koru Tennis Club”)

The Koru Tennis Club site address is 111r Gossamer Drive, Pakuranga Heights.

Affiliated to Auckland Tennis Inc and New Zealand Tennis Inc.

Club House Telephone: 09 5769763

Key Contacts:

President: Jim Beban Mob. 027 243 1918

Secretary: Jennie Rayner Ph. 09-534 5762

Treasurer: Val Fowler Ph. 09-576 9135

Management Committee: Comprises 7 club members and the above office holders elected at the AGM.

Lighting Project Manager: Gary Street (Ph. 09-271 6158 Mob 027 241 1119)

Legal Status

The site is split zoned with the tennis courts and club being zoned Public Open Space 3 (POS3) within the Manukau Operative District Plan.

The Club was Incorporated on the 24 June 1968. The Incorporation number is 22036.

Background

Koru Tennis Club has been in existence since 1968. We set up initially by hiring the Mt Wellington courts in Dunkirk Road, Tamaki, as no courts were available in the Pakuranga area. The Junior club played at Edgewater College.

The entire club relocated to Edgewater College in 1973. After fundraising and assistance from the Manukau Council, we were allocated a site within the Park Reserve at the corner of Gossamer Drive and Blyton Lane, Pakuranga, our present location. In 1983 we established 5 hard courts and completed work on the car park.

The present clubhouse, erected in 1984, was a modified Carter Holt 2 bedroom cottage shell. The original Clubhouse was primarily funded by the Manukau Council's Shared Responsibility Loan (fully repaid) together with donations and labour from club members. A major Clubhouse extension was completed in 2002. This building extension cost \$62,480 (excl. GST) and was funded by the MCC's

Shared Responsibility plan (i.e. 50% by MCC, 40% by ASB Trust and 10% by Koru Tennis Club).

Vision

Within 5 years Koru will be recognised as:

- The leading club for fostering the development of Tennis in the Auckland Eastern suburbs.
 - Junior
 - Senior
 - Veteran
 - Mid-Week ladies
 - Social
 - Non Playing (interested parties)
 - Coaching

To achieve this Vision separate strategies have been developed that focus on:

1. Membership
2. Facilities
3. Club Management

Note: Specific details of these strategies are as appended.

The Management Committee has adopted the following Mission Statement:

“We will foster tennis at all levels and promote the Koru Tennis Club”

Hours of Operation

- The Club courts are available 7 days a week.
Key access is required (all members are provided with a key on payment of an annual membership fee).
- The Club buildings are open on junior coaching days, club days, tournaments, interclub, mid-week ladies and veterans. The hours are variable dependant on demand.

Professional Service Providers:

Accountants/ Financial Advisors:

- David Bell (ACA) Ph. 09-579 9157
- Chris Northern (ACA) Ph. 09-576 5717

Bank: ASB Ph. 0800 803 804

SECTION 2: PROGRAMME OR SERVICE OFFERED

Services offered include a wide array of programmes to assist Tennis play and development. These cover the following areas:

- Juniors
 - Saturday mornings, Sunday interclub and separate coaching clinics provided by the Club Coach
- Seniors
 - Interclub and individual Coaching by arrangement
 - 2 social club days per week (Wednesday and Sat/Sun dependant on interclub). Non competitive players are encouraged to join in.
 - Fun days are scheduled at least two times annually to encourage a “non-threatening environment” for social players.
- Veterans
 - At least two days (presently Tuesday and Friday morning)
- Mid-Week ladies
 - Wednesday mornings
- Non Playing (interested parties)
 - Supporters are encouraged
 - e.g. parents provide morning tea and supervision for juniors
- Coaching
 - A NZLTA level 2 coach offers excellent coaching programmes for all levels.
 - A number of club members are actively involved in adding to their coaching abilities under direct supervision of the Club Coach.

SECTION 3: SURVEY OF NEEDS

Target Market Groups

- Those looking for exercise or a location for themselves or their children to commence/continue a sporting discipline. This includes:
 - Competitive and Social Tennis players.
 - Non-players e.g. parents, supporters.
 - Those looking to learn coaching techniques

How we benefit the community

- Improved health
 - It is well recognised the health benefits of physical activity.
- Positive community members
 - Introduction of discipline and a competitive spirit (especially at a Junior level) can help to add independent, responsible and constructive members of society.
- Socialisation
 - A facility and forum to meet people with similar sporting interests.
- Other Development

- An opportunity to enhance business, supervisory, coaching administration & management skills as part of the management team.

Research

Primary research in the form of a questionnaire (survey) was circulated to all Club members in November 2006. This was specifically targeted towards development of the Club facilities (lighting). 90 percent of responses favoured development of the club by the addition of lights.

Other clubs such as Lynfield and Winstone Park were also surveyed as to how their clubs had benefited from such development. This research confirmed such improvements benefited clubs by:

- either increasing or maintaining membership;
- more effective use of court resources especially during winter months; and
- a positive development of the game (e.g. more court time for club members).

Other research in the form of open invitations to local residents to attend the Tennis Club and find out about what we do occur periodically. These occasions generally have a membership focus. A local neighbour open evening has been suggested in an effort to share our plans and to gain feedback on their views of the club activities.

Similar Organisations

These include a range of tennis clubs operating in the Eastern area.

- Pakuranga
- Sunnyhills
- Howick
- Bucklands Beach
- McLeans
- Cockle Bay

Strengths of these clubs include:

- All have lights (apart from Sunnyhills)
 - anecdotal comment reinforces the belief that lighting of courts is a determining factor in deciding on which club to join.
- Location
 - In some instances their location can provide for a larger membership pool e.g. on a micro level Howick

Weaknesses of these clubs can include:

- Too large and therefore inhibiting
- Clicky social groups that isolate new members
- Viewing of courts that can be restricted dependant on Club & configuration of club house
- In a number of instances higher fees than Koru

Marketing Strategy

In essence we promote “our uniqueness”

- We are a low cost Tennis Club (one of the lowest in Manukau City)
- We are very friendly and family orientated
- We have an excellent setting (the club faces North and is in a natural amphitheatre so is sheltered from prevailing winds)
- Excellent viewing of court play
 - It is the only club in our area where you can sit on the deck and view all court play
- We have an excellent and comprehensive Junior programme
 - Level 2 coach and co-opted seniors
- Our membership increased approx. 25 percent last year

Fee Structure

Fees are set each year at the AGM based on recommendations from the Management Committee. It is the objective to keep fees as low as possible. Our present fees are \$160 for Senior members which is very competitive compared to other clubs. \$45 of this fee is required to be paid as player affiliation fees to Auckland and NZ Tennis associations.

Promotion

This is achieved by the following methods:

- Local Paper advertising
- Word of Mouth
- Leaflet drops
 - (in local neighbourhood)
- Our own website
 - This is also linked to Auckland Tennis
- Email communications
 - (to members)
- Sandwich Board
 - placed on Gossamer drive (high traffic count road in front of the club)

Measurement of our Effectiveness

- Survey of members
 - Note the facility survey in the research section (above) November last year
- Suggestion Box
 - This is within the club rooms
- Membership
 - This has increased by approx. **25%** from last year
- Overall Management
 - Monthly Management Committee Meetings
 - Annual Report
 - Financial statements
- Encourage feedback from wider community
 - Manukau City Council
 - Neighbours
 - Other sport clubs and advisory bodies
 - Auckland Tennis
- Competitive participation
 - Teams entered into Auckland inter-club competition
 - Results of our inter-club teams

Complaints

- Complaints relating to general conduct and behaviour of members is handled in accordance with the clubs Disciplinary Code and Constitution.
- Complaints relating to player conduct and court ethics are handled by the Club Captain and/or Tournament Committee.
- The Management Committee meets each month and as appropriate will review and recommend action should there be any complaints.

SECTION 5: BUSINESS SYSTEMS

Financial Systems

Book keeping practises including the use of cash journals, receipt books are employed to manage day to day accounts

Non Financial Systems

Our Secretary maintains a folder of all inwards and outwards correspondence

SECTION 6: OUTSIDE INFLUENCES

The club house is located on Manukau City Council Reserve and is jointly owned with the Council (approximately 50/50 share). Improvements such as Astro Turf courts and the Volley Board were funded by Koru Tennis Club in association with ASB Trust and the Southern Trust Charity organisation.

Licences and Permits

An annual permit is required for Fire Safety

Local By-Laws

The site is split zoned with the tennis courts and club being zoned Public Open Space 3 (POS3) within the Manukau Operative District Plan.

SECTION 7: CONTINGENCY PLANS

Sickness/Injury to Staff or Participants

The committee comprises sufficient additional members to replace any of the executive / key positions. A programme is being implemented to groom people for key positions.

Reduction in Demand

It is unlikely that the demand for Tennis facilities will reduce. Having said that there are trends with all sporting codes and the development of our strategies are seen as integral to overcoming any potential change in psychographics or lifestyles.

Unsuccessful Application for Funding

We will target a number of organisations to spread our risk should any particular funding application be unsuccessful

SECTION 8: COSTING/FINANCIAL BUDGET

The Koru Tennis Club has cash investments of ~\$51K which are reserves for future maintenance (e.g. next re-surfacing of our Astro Turf courts) and development.
NB: Some of our cash reserves can be allocated for partial funding of Court Lights.

We will fund the operations of the club through membership subscriptions (renewed each year) and separate fund raising activity.

A financial budget is to be produced each year and as part of the Strategic Planning process as listed under Strategic Goal 3 (Club Management) below.

STRATEGIES

(goals, actions, responsibilities and target dates)

Strategic Goal 1: Membership

To ensure the membership of the club is grown and strengthened at all levels		
GOALS		
<ol style="list-style-type: none"> 1. To increase our membership base 2. To ensure all new members are welcomed 3. To increase the profile of KoruTennis Club in the wider community 4. To provide quality coaching for all members 		
Actions For Achieving These Goals	Responsibility	Target Dates
Communication		
Update and refresh the club website	Management Committee	Dec 2007
The distribution of regular Notices of Club Events or a newsletter to all members.(Newsletters to be emailed and posted on website)	Management Committee	Dec 2007
New Members		
The development of a brochure/orientation pack for new members that contains all information necessary for new members	Management Committee	2007/08
Coaching		
Encourage uptake of coaching at all levels	Management Committee In Consultation With Club Coach	Mar 2007
Tournaments and Socials		
Ensure at least two fun tournaments are organised each year	Tournament Committee	2007
Ensure at least two social functions occur each year	Social Committee	2007
Ensure the club is represented at Cucksey Shield and Fisher Cup each year	Tournament Committee	2007

Strategic Goal 1: Membership (continued)

To ensure the membership of the club is grown and strengthened at all levels

GOALS

1. To increase our membership base
2. To ensure all new members are welcomed
3. To increase the profile of Koru Tennis Club in the wider community
4. To provide quality coaching for all members

Actions For Achieving These Goals

Responsibility

Target Dates

Juniors

Ensure coaching ratios are appropriate
 When recommended by club coach – allow participation of individual members in senior competitions
 Ensure Juniors participate in Sharman Cup each year
 Provide a club championship for Juniors and a challenge board

Junior and Tournament Committee

2007/2008

Seniors

Include at least one club exchange on the annual schedule

Club Captain

2007

Encourage / promote coaching opportunities

Management Committee

2007

Midweek – Ladies

Promote family friendly environment for mums and children

Management Committee

2007

Veterans

Encourage other club veterans participation on a regular basis
 Run fun tournaments

Tournament Committee

2007

Strategic Goal 2: Facilities

To ensure the club facilities are maintained and developed to the highest standard		
GOALS		
<ol style="list-style-type: none"> 1. To ensure the clubhouse is well maintained and utilised by all members 2. To ensure the courts are well maintained and provide excellent facilities for playing tennis 3. To ensure the grounds are attractively presented and reflect a welcoming image 4. To be open to innovations for further development of the club facilities 		
Actions For Achieving These Goals	Responsibility	Target Dates
Clubhouse		
Develop skill set database for members	Management Committee	2008
Complete renovation of showers (tiling , towel rails and coat hanger provision)	Management Committee	2008
Purchase a suitably rated heater for space heating of club rooms during winter	Management Committee	2008
Recommence team photos for Interclub winners	Management Committee	2007/2008
Develop a tennis memorabilia section in the clubhouse	Management Committee	2008
Purchase trophy cabinet	Management Committee	2009
Clean outside of building annually	Management Committee	2007
Paint outside of building each 5-7 years	Management Committee	2008

Strategic Goal 2: Facilities (continued)

To ensure the club facilities are maintained and developed to the highest standard

GOALS

1. To ensure the clubhouse is well maintained and utilised by all members
2. To ensure the courts are well maintained and provide excellent facilities for playing tennis
3. To ensure the grounds are attractively presented and reflect a welcoming image
4. To be open to innovations for further development of the club facilities

Actions For Achieving These Goals	Responsibility	Target Dates
Courts		
Keep up to date with court maintenance (Weeds, nets)	Management Committee	Ongoing
Ensure courts are re-surfaced when required. NB: The current Astro Turf is due to be progressively replaced from 2010.	Management Committee	From 2010
Investigate and recommend an improved Court Access (present system is key to chain padlock)	Management Committee	2008
Extend volley board	Management Committee	2008/2009
Grounds		
Request council to cut back trees that are providing shadows during winter	Management Committee	2008
More lighting in car park	Management Committee	2008
Maintenance of sensor lights	Management Committee	2008

Strategic Goal 3: Club Management

To ensure the club is well managed financially and that budgets reflect the goals of the club		
GOALS		
1. To develop a financial plan for the duration of this strategic plan 2. To develop an annual budget based on goals of the strategic plan 3. To ensure financial management systems allow for effective tracking of all club income and expenditure 4. Where appropriate apply to trust organisations for grants to support the future development and maintenance of the club facilities. 5. To ensure the club is well managed by a team of skilled and committed volunteers.		
Actions For Achieving These Goals	Responsibility	Target Dates
Committees		
The development of a list of officer's duties: role descriptions for key positions on committee	Management Committee	2007/08
Review Club Constitution, By-Laws and previously minuted policy decisions. Identify gaps in documented processes and document process Guidelines where required.	Management Committee	2007
Sponsorship/Grants		
Based on strategic plan apply to appropriate funding bodies / trusts to offset cost of future development of club	Management Committee	Ongoing
Financial Planning		
Ensure financial and property planning reflects the vision and goals for the club	Management Committee	Ongoing
Set-up annual budget to include expected income and expenditure	Club Treasurer	2007
Systems		
Computerise club accounts	Club Treasurer	2008
Set up monthly direct debit payments	Club Treasurer	2008
Annual Reporting		
Annual report will include the financial report and progress towards meeting the club vision.	Management Committee	2008