

**LOTON PARK STRATEGIC PLAN 2012-2017**



**DIVERSITY IS OUR ADVANTAGE**

## 1. BACKGROUND

Loton Park Tennis Club is the second oldest continuously operating tennis club in Western Australia. The Clubhouse and grounds are, in fact, heritage listed.

The Club is named after Sir William Loton, who sold the land to the City of Perth who purchased the Loton Paddocks for 6,000 pounds in 1904. Sir William was a wealthy merchant, member of the WA parliament and one time Mayor of Perth.

At the time of the purchase, tennis had found favour with Perth's wealthy and the demand for courts was significant. By 1916, Loton Park included several grass courts. It was also in 1916 that the City of Perth was approached regarding the use of Loton Park for a proposed new tennis club. Agreement was reached about the running of the club using member input and the inaugural meeting of the Loton Park Tennis Club was held on 4 December 1916 and three courts were officially opened 12 days after that on December 16 1916. The Club adopted the rules of the South Perth Tennis Club and the official colours were blue and white. The Clubs colours have changed several times since 1916.

Two more courts were built in 1917, and finally a clubhouse in June 1922 – the same clubhouse still in use today. Extensions were built in 1932, and the tree hedge that divided the tennis club from Perth Oval was planted in 1947 and extended in 1955. This hedge was removed by the Town of Vincent in 2006 but a replacement has been planted.

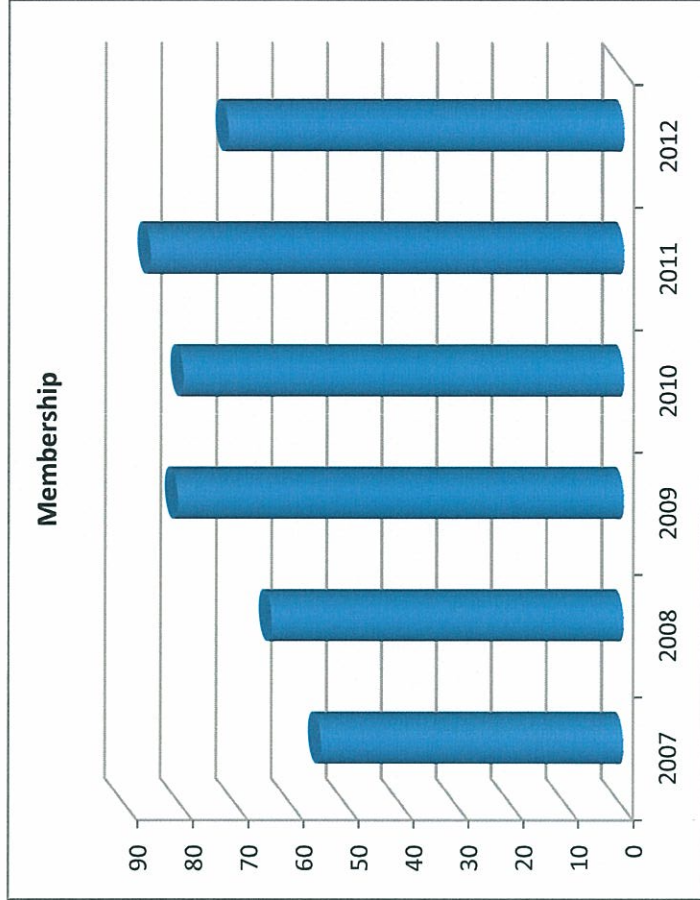
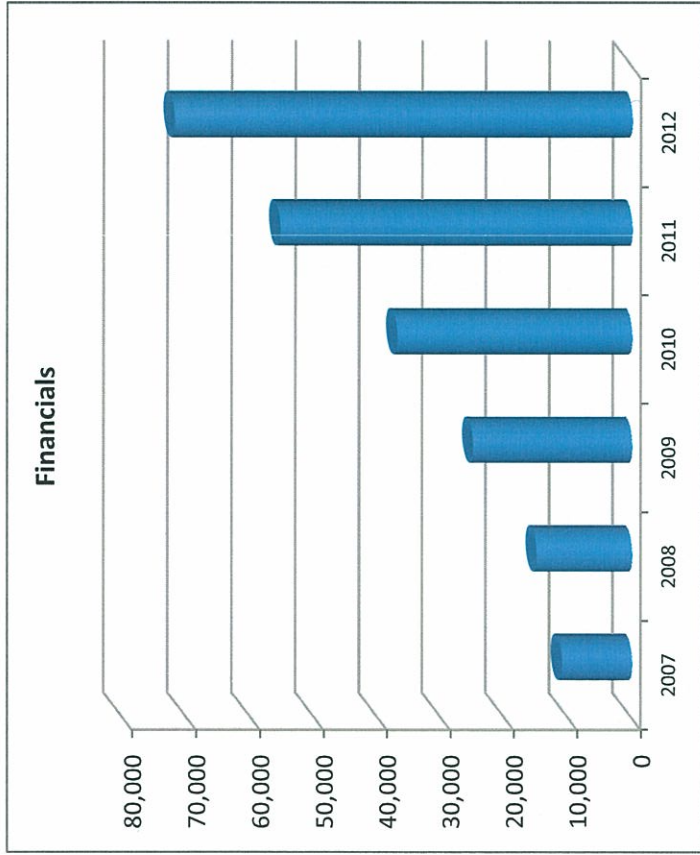
In 1997, two grass courts were converted into hard courts to offer tennis all year round. It was also the year Loton Park Tennis Club was officially listed with the Heritage Council of Western Australia as a place of historical significance.

Loton Park Tennis Club's latest incarnation as the premiere gay and lesbian tennis club in Australia (if not the world!) began in 1994/95. The first gay Open Day was held on 21 April 1995. In 1996 and 1997 the new management obtained about \$100,000 in grants to restore the Clubhouse and undertake other work that secured the Club's future. Today Loton Park's reputation as a gay and lesbian tennis club is well established. However, Loton Park welcomes players of all abilities and persuasions (and even non-players looking for a social outlet) are welcome to enjoy the atmosphere of Loton Park Tennis Club, and share a piece of history at the same time.

The last Strategic Plan was completed in 2001 and covered the period 2001-2005. The club progressed in line with the plan and the majority of actions proposed completed. One of the key strategies not completed was the redevelopment of the clubhouse although changes have been made to the facility over the past 10 years. These have been internal structural changes and safety requirements including new veranda barrier, new bar area and internal changes to allow for use by other groups such as the Bears Perth.

During the mid to late 2000's the club experienced a period of uncertainty with a lack of members and financial support leading to some major operational changes being made.

The Club has recovered from a period of economic uncertainty experienced in the mid to late 2000's and continues to strengthen in terms of membership and finances. The charts below indicate the club's membership and financial performance for the period 2007-2012. (Note 2012 is to March not June as in previous years)



The committee is keen to take a vigilant approach to the club's future and sought to capture the views of members, previous members and the wider community to ensure any plans and activities are relevant and supported.

Over the last two years the committee has put careful consideration into the potential benefits and impacts of upgrading the clubhouse facilities. Impetuses included national disability requirements, limited change room facilities, limited office and storage space, congested common area on the balcony, the need for enhanced social space, and potential income through hire.

To this end a planning process has been undertaken to gain members, stakeholders and other GLBT community groups feedback and input into the Facility Development as well as the broader Strategic Planning to ensure as many views as possible are considered.

A detailed survey was undertaken by the club during early February 2012 through the internet on Survey Monkey and the results are contained as an appendix to this report.

A total of 37 responses were received which represents 42% of the current membership.

The survey was structured into seven categories as follows:

- General Information
- Tennis Program
- Marketing and Promotions
- Management
- Financial
- Social
- Facility Development

A brief summary of these responses is shown below

General	Tennis Program
<ul style="list-style-type: none"> <li>• The majority of surveys were completed by Full Members</li> <li>• 7 ex- members completed the survey accounting for 16.2% of the responses</li> <li>• When questioned as to why they have not renewed their memberships 2 considered the fees were too high; 2 were going to be away or miss a large amount of the summer, 2 no longer able to play due to living elsewhere and medical reasons whilst one is still intending to join</li> <li>• 86.5% use a motor vehicle to travel to the club</li> <li>• Just under half of the respondents have been members of the club for in excess of 5 years whilst a further third of respondents have been members for 2-3 years.</li> <li>• The majority of responses were from males (61.1%), followed by females (33.3%), trans (2.8%) and other (2.8%).</li> <li>• When asked to indicate their occupational status the vast majority (62.6%) indicated they were "Professionals". No students, tradespersons or unemployed persons completed the survey</li> </ul>	<ul style="list-style-type: none"> <li>• The majority of respondents are contained within the happy or very happy rating with only 2 persons stating they were slightly unhappy</li> <li>• The 5-8pm slot is supported everyday of the week whilst 1-6pm has considerable support on the weekends</li> <li>• Only 2 persons were not satisfied with the colour grading system</li> <li>• When questioned if they would like attend coaching, 10 persons indicated they would but then commented:                         <ul style="list-style-type: none"> <li>• "Yes, but it's making the time."</li> <li>• "Not coaching maybe drills if it was more intense"</li> </ul> </li> <li>• Similar to the club coaching question 10 persons indicated they would like to play pennants</li> </ul>

<p><b>Marketing and Promotions</b></p> <ul style="list-style-type: none"> <li>• The overwhelming ways that people find out about the club are through a friend and word of mouth which is interesting and could be further explored in any membership drive</li> <li>• All but one person indicated that they got regular e-news and information</li> <li>• There were no negative rating in terms of satisfaction with the information and news available from the club.</li> <li>• 97% of people preferred email as the chosen means of communication with some support for Facebook/Twitter and web page</li> </ul>	<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Two thirds of the respondents considered that the fees were "just about right" whilst 16.1% (5 persons) considered that the fees were expensive.</li> <li>• The preferred method for raising additional funds was fundraising events followed by an increase in bar fees</li> <li>• These comments and preferred method of raising additional funds need to be considered in conjunction with the answers provided under social</li> </ul>
<p><b>Management</b></p> <ul style="list-style-type: none"> <li>• Three respondents considered that the committee needs improvement, however no suggestions or reasons were asked for or given for this question so it is not possible to ascertain what areas need improving. The vast majority of respondents considered the committee to be "good" or "outstanding"</li> <li>• Over half of the respondents have previously or currently served on the committee.</li> <li>• Only 4 persons of the 16 persons who indicated they had not served on the committee said they would consider nominating for the committee</li> <li>• Of the 12 persons who answered NO the main reasons given for not nominating were "too busy" (50%), "not interested" (25%) and "don't have skills" (25%)</li> <li>• Six persons stated they would not consider voluntary duties at the club</li> </ul>	<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• All of the respondents indicated their support of the range of club events.</li> <li>• Suggestion for other events included "Impromptu bbq's, end of coaching bbq's, pride day bbq's, etc. (things organized by members instead of the committee)"</li> <li>• When compared with question 1.5.2 in the financial section and the preferred method of raising additional funds the chosen method was events and yet when asked as to the main purpose for conducting social events it is shown that making money was only considered a secondary purpose.</li> <li>• It could well be that peoples understanding of social events are different to fundraising events</li> </ul>
<p><b>Facility Development</b></p> <ul style="list-style-type: none"> <li>• The highest priorities were: <ul style="list-style-type: none"> <li>• Upgrade toilets</li> <li>• Car parks</li> <li>• Upgrade change rooms</li> <li>• Access for people with disabilities</li> <li>• More grass courts</li> </ul> </li> <li>1. More hard courts <ul style="list-style-type: none"> <li>• Outdoor social area</li> <li>• More floodlights</li> <li>• Function room</li> </ul> </li> </ul>	

## 2. Vision and Mission Statement

The Vision of the club

### **A sustainable club inclusive of the community**

The club went through a rebranding and slogan development in 2008 and this is still relevant today not only for Loton Park Tennis Club tennis section but to how we see ourselves within the broader community and the need to ensure a diversification into community areas to ensure the multi-use of our facilities. This branding is

### **Diversity is our advantage**

## 3. Core Business Areas

Based on the member survey and community consultation it is evident that a number of issues were raised continually and, as such, it is important that we set some direction in these areas.

The issues have been grouped into seven specific areas, these being:

- ◆ Financial
- ◆ Facility Development
- ◆ Marketing and Promotion
- ◆ Club Management
- ◆ Tennis Program
- ◆ Social Program
- ◆ Membership

Plans have been drafted for each of these areas and will require consideration to enable them to be finalised.

Priorities have been assigned based on High=1-2 years, Medium 2-4years and Low being 4 years + along with those items that are ongoing and are required on a seasonal basis.

Some areas are not contained within these plans, this does not mean that they are not important, rather that they are operational matters and as such need annual operational plans, which are currently provided by the various coordinators.

## 4. Financial & Fundraising

### GOAL To ensure the sustainability and relevance of the club for members and the broader community

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
1. Development of annual budget and funding plan	1. Appoint a subcommittee with experience in financial planning to identify the clubs operating requirements	N/A	N/A	High	Executive
	2. Ensure section coordinators provide budget requests by October each year				
	3. Develop fee structure and				
	4. Identify fund raising requirements				
2. Formalize and promote Clubhouse Hire	1. Develop Hire package with prices, conditions, insurance etc				
	2. Promote to local businesses, members, GLBTI community	N/A	N/A	Medium	Clubhouse Coordinator and Management committee
	3. Maintain relationship with Western Force				
	4. Ensure a balance is maintained for tennis members with the potential increased community use				
3. Event and Catering Company links	1. Identify benefits and disadvantages of linking with a professional event company				
	2. Seek proposals from appropriate professionals	N/A	N/A	High	President and Management Committee
	3. Assess proposals				
	4. Approve/Reject based on discussion				
4. Instigate and develop new fundraising events	1. In line with the survey investigate new fundraising events or revisit previous successful events such as "Love All"	N/A	N/A	High	
	2. Identify opportunities to expand the existing program				
5. Sponsorship Plan	1. Identify opportunities to expand the existing program	N/A	N/A	Medium	
	2. Consider 2 year contracts				
6. Conduct annual costs/fees review	1. Conduct an annual review of the following fees and prices to ensure currency and take account of associated costs	N/A	N/A	Ongoing	Treasurer in conjunction with relevant functional coordinators
	• Bar prices				
	• Retail				
	• Court and clubhouse hire				

## 5. Facility Development

**GOAL** *To ensure the facilities are developed and maintained to be relevant for members and the broader community*

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
<b>1. Clubhouse redevelopment</b>	<ol style="list-style-type: none"> <li>1. Continued development of plans to be approved by club</li> <li>2. Liaise with the City of Vincent to assure plans are approved and seek funding assistance</li> <li>3. Discuss plans with the DSR with a view to acquiring CSRFF funding</li> <li>4. Appoint a development subcommittee to determine:                             <ul style="list-style-type: none"> <li>• Funding options plan</li> <li>• Tenancy potential</li> <li>• Partnerships within GLBT community</li> <li>• Corporate options</li> </ul> </li> </ol>	\$400,000	Club Funds City of Vincent State Government	High	President
<b>2. Floodlighting of additional courts</b>	<ol style="list-style-type: none"> <li>1. Undertake an assessment of the potential impact on the grass courts should additional night use be developed</li> <li>2. Assess the need for and the placement of additional floodlights</li> <li>3. Gain quotations for development</li> <li>4. Submit grant application for 1/3 cost to CSRFF/State Government</li> <li>5. Identify cost benefit to members and determine financing plan</li> </ol>	TBD	Club Funds City of Vincent State Government	Medium	President
<b>3. Car parking</b>	<ol style="list-style-type: none"> <li>1. Identify parking requirements of Loton members</li> <li>2. Request meeting with City of Vincent</li> </ol>	TBD	N/A	High	President
<b>4. Additional hard court placement</b>	<ol style="list-style-type: none"> <li>1. Request meeting with City of Vincent to identify additional land requirements and seek support for additional hard courts</li> </ol>	TBD	TBD	High	President

## 6. Marketing and Promotion

**GOAL** *To increase the profile and provide events that appeal to members and the broader community*

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
1. Liaise with other GLBT social and leisure groups	<ol style="list-style-type: none"> <li>1. Develop register of all community groups including contact details, particularly those that do not have a "home base" facility</li> <li>2. Ascertain the best method for providing information</li> <li>3. Host a quarterly network social meeting of group contacts to develop improved communication</li> <li>4. Develop social calendar in conjunction with other major players.</li> </ol>	Nil	N/A	Ongoing	President
2. Member access to online minutes	<ol style="list-style-type: none"> <li>1. Develop a mechanism to allow for member access to club minutes and documents of relevance</li> <li>2. Assess and gain feedback on numbers utilising this function</li> </ol>	Nil	N/A	Medium	Secretary/IT
3. Train committee members to be "Loton Greeters"	<ol style="list-style-type: none"> <li>1. Identify a group of 5 volunteers who are willing to meet and greet new and social members</li> <li>2. Develop a 1-2 hour training session which provides information necessary to become a "greeter"</li> <li>3. Create a club "Greeter" badge or identification</li> </ol>	Nil	N/A	High	Club Captain/President
4. Create a follow up process of all potential members and visitors	<ol style="list-style-type: none"> <li>1. Duty captains to note address of all visitors</li> <li>2. List of all visitors to be reviewed monthly at each committee meeting</li> <li>3. Allocation of committee members to follow-up or visit</li> </ol>	Nil	N/A	High	Club Captain/President

## 7. Management

**GOAL** *To ensure the club is managed in an accountable and open manner that is inclusive and progressive in its operation*

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
1. Assess necessary constitutional changes	<ol style="list-style-type: none"> <li>1. Identify current anomalies and responsibilities in constitution.</li> <li>2. Consider alternative clauses and committee positions for consideration by committee</li> <li>3. Prepare notices for membership</li> <li>4. Conduct Special Meeting to amend constitution</li> <li>5. Forward to Fair Trading to finalise amendments</li> </ol>	\$25	Club funds	High	President Management Committee
2. Link members skills with voluntary work/tasks	<ol style="list-style-type: none"> <li>1. Ensure membership forms contain a section requesting details of work and professional skills</li> <li>2. Conduct an analysis of details and provide a register of skills available for committee use on an as needed basis</li> </ol>	Nil	N/A	High	Secretary/Membership
3. Successions planning for committee	<ol style="list-style-type: none"> <li>1. Identify potential committee members</li> <li>2. Approach younger members with a view to assisting in responsibilities</li> <li>3. Provide resources and training where necessary</li> </ol>	Nil	N/A	Medium	Management Committee
4. Develop risk management processes aimed at retaining the security integrity of the clubs facilities and stock.	<ol style="list-style-type: none"> <li>1. Identify security risks associated with <ul style="list-style-type: none"> <li>• Club house</li> <li>• Bar,</li> <li>• Grounds</li> </ul> </li> <li>2. Identify physical changes necessary, such as lockable storage, gates, padlocks etc. <ol style="list-style-type: none"> <li>1. Develop procedures and processes regarding lock up procedure, money handling and accountability</li> </ol> </li> </ol>	\$1000	Club Funds	High	Bar Coordinator Grounds Coordinator Treasurer Club Rooms Coordinator
5. Employ a Events and administration officer	<ol style="list-style-type: none"> <li>1. Consider the appointment of a paid officer based on an incentive based salary linked to increase in club usage</li> <li>2. Develop an appropriate duty statement.</li> </ol>	Nil	Incentive based	Medium	Executive committee

## 8. Tennis Program

**GOAL** *To actively encourage greater participation in the sport of tennis both socially and competitively*

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
1. Colour system criteria and grading day each season	1. Identify timeframe and ensure a grading day is allowed for at the beginning of each season	Nil	N/A	Ongoing	Club Captain
	2. Review and publicise grading criteria				
2. Increase training drills along with coaching	1. Identify preferred day and time for coaching	Nil	N/A	Medium	Club Captain
	2. Allow for a range of levels and skills				
	3. Conduct event				
	4. Review and evaluate				
3. Consider additional evening social tennis (possibly floodlights?)	1. Identify a club member willing to coordinate additional evening	Nil	N/A	Medium	Club Captain
	2. Provide support where necessary				
	3. Gain commitment of members to additional event				
4. Conduct an Annual Club Championships	1. Determine dates and categories of competition	\$500	Club Funds	Ongoing	Club Captain
	2. Distribute enrolment forms				
	3. Conduct Championships				
	4. Determine prizes				
	5. Assess event				
5. Identify new competitions to meet the needs of members	1. Assess interest in the following	Nil	N/A	Medium	Club Captain
	❖ Handicapped Doubles				
	❖ Handicapped Mixed Doubles				
	❖ Random doubles				
	❖ Singles tournament				
	2. Trial the addition of a mid season tournament to add to calendar, eg Christmas doubles				
	3. Survey members for their ideas regarding services required				

## 9. Social and Community Program

**GOAL** *To actively encourage greater participation in the use of the clubs facilities by the tennis section and the broader community*

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
1. Increase/ develop new social calendar with consideration given to suggestions made in survey	<ol style="list-style-type: none"> <li>1. Call for interest from club to form a social sub committee</li> <li>2. Analyse suggestions made in survey</li> <li>3. Identify events and distinguish the purpose of each event, that is either fundraising or social</li> <li>4. Develop budget and operating plan</li> <li>5. Conduct event</li> <li>6. Review and assess event</li> </ol>	TBD	Event funded/club funds	High	Social sub-committee
2. Liaise with other GLBT organizations and users of NIB Stadium	See Item 6.1	Nil	N/A	Ongoing	President
3. Explore "Community Centre" concept and appropriate name	<ol style="list-style-type: none"> <li>1. Assess the merits of formally engaging other GLBTI groups and changing the name of the club to the Loton Park Tennis and Community Club</li> <li>2. Conduct a process for members to provide their feedback</li> <li>3. In conjunction with constitution review gain member support at either AGM or special meeting</li> <li>4. Submit to Department of Commerce if supported</li> </ol>	\$50	Club funds	Medium	Management Committee
4. Assess the merits of expanding the Social Coordinators role to include Community Liaison	<ol style="list-style-type: none"> <li>1. Assess the current duty statements for coordinators and consider an expansion of the social coordinators role to include the broader community role and liaison</li> </ol>	Nil	N/A	Medium	Management Committee

## 10. Membership

**GOAL** *To actively encourage new members and maintain existing members whilst ensuring member satisfaction through development of an annual Membership Plan*

ITEM	ACTION TO BE TAKEN	INDICATIVE COST	FUNDING SOURCES	PRIORITY	PERSON RESPONSIBLE
1. Develop Member incentives and membership drive	<ol style="list-style-type: none"> <li>Develop a range of options to be considered by members as incentives for attracting new members including but not limited to: <ul style="list-style-type: none"> <li>Membership discount</li> <li>Gift vouchers</li> <li>Reduction in duties etc</li> </ul> </li> <li>Develop proposal for members to consider</li> </ol>	N/A	N/A	Medium	Membership Sub Committee
2. Membership fee assessment against other clubs within Perth and publicise to members	<ol style="list-style-type: none"> <li>Conduct a survey of tennis clubs with varying facilities within Perth to ascertain membership fees</li> <li>Benchmark these fees against LPTC fees</li> <li>Ensure club fees are maintained, where possible, at the lower end of this assessment</li> <li>Publicise findings in club membership form to allow members to gain an understanding of clubs position</li> </ol>	N/A	N/A	Medium	Management Committee Representative
3. Create a follow up process of all potential members and visitors	<ol style="list-style-type: none"> <li>Duty captains to note address of all visitors</li> <li>List of all visitors to be reviewed monthly at each committee meeting</li> <li>Allocation of committee members to follow-up or visit</li> </ol>	Nil	N/A	High	Membership Coordinator
4. Develop "exit" survey and process of those members who choose not to rejoin annually	<ol style="list-style-type: none"> <li>Design appropriate evaluation form</li> <li>Identify "non" joiners</li> <li>Mail or telephone and request their assistance and express our disappointment at not seeing them at the club</li> <li>Evaluate responses for action by Executive Committee</li> </ol>	Nil	N/A	Medium	Secretary/Treasurer
5. Affiliate membership	<ol style="list-style-type: none"> <li>Consider amending the constitution to include a new level of membership that encourages GLBTI community groups to join and receive benefits and increase community exposure to the club</li> </ol>	Nil	N/A	Medium/High	Management Committee