



**GLENFIELD TENNIS CLUB  
INCORPORATED**

**“Towards 2010: A New Direction”  
A Strategic Plan for  
Glenfield Tennis Club**

**As at August 2007**

## OVERVIEW

This strategic plan was born out of a common desire to see the Glenfield Tennis Club rebuild and refocus in a strong, unified and positive manner. A common vision and a clear set of goals were seen as essential to make our Club one which grew and developed.

The strategic plan sets out our key goals for the coming three years as a small, community tennis club. It is written primarily for an internal audience, and is designed to enable the Club Committee, Officers and other members to establish plans and carry out actions within the framework of an agreed overall Club direction. This approach allows planning in all parts of the Club to be consistent with the Club's stated strategic direction. It is intended to be a living document, to be revisited and updated regularly in order to respond and adapt to the Club's environment.

## VISION

"The best small Club on the Shore"

Tag Line: "The Friendly Club"

## MISSION

"The Glenfield Tennis Club aims to be a friendly community tennis club offering a quality range of opportunities and enjoyable experiences for tennis players at all levels and ages."

## CORE VALUES

**People** - We recognise that people of all levels and ages are the basis of the Club, and we aim to foster the development of our members.

**Friendship** - We are friendly, approachable and supportive of each other, the Club and the wider tennis community.

**Teamwork** - We work as a team and seek the input of a wide range of people to help the Club achieve its vision, and we value the views of all who contribute.

**Integrity** - We undertake to approach the Club and its activities with honesty, truthfulness, fairness and justice at all times.

**Sporting** - We value sportsmanship and the traditions of tennis, and seek to promote the spirit of tennis for its own sake.

## **KEY STRATEGIC AREAS**

### **Key Strategic Area 1: Quality Tennis**

**Responsible:** Club Captain + Tennis Subcommittee

**Overview:** To ensure the Club provides quality, accessible and enjoyable tennis for players of all levels and ages throughout the year.

**Goals:**

- 1.1 To ensure all members have access to a range of competitive and social tennis catering to their needs and ability.
- 1.2 To provide a programme of year-round tennis that offers value for money.
- 1.3 To have access to quality coaching for all players in the Club.

### **Key Strategic Area 2: Finance & Membership**

**Responsible:** Treasurer + Finance & Membership Subcommittee

**Overview:** To ensure the Club is financially viable and sustainable.

**Goals:**

- 2.1 To ensure that the Club has long term financial stability and sustainability.
- 2.2 To ensure that the subscription structure balances financial needs of the Club with members' needs.
- 2.3 To develop alternate revenue streams in order to decrease the reliance on subscription funding from members.

### **Key Strategic Area 3: Communication**

**Responsible:** Secretary + Communication Subcommittee

**Overview:** To ensure that all stakeholders receive timely, accurate and useful information regarding the activities of the Club.

**Goals:**

- 3.1 To develop a regular programme of communicating with all members.
- 3.2 To develop the Club website as a well known and effective single source of Club information.
- 3.3 To develop a marketing and communications strategy for attracting new members to the Club.
- 3.4 To develop a Club information management system that allows simple, efficient communication, record keeping and information management.

## **Key Strategic Area 4: Facilities**

**Responsible:** Site Manager + Site Subcommittee

**Overview:** To ensure the Club provides quality facilities that enable enjoyable year-round tennis.

**Goals:**

- 4.1 To have the best small Club facilities in the North Harbour area.
- 4.2 To ensure that all courts are available for quality tennis at all times.
- 4.3 To ensure that all Club assets are repaired or replaced in a timely manner.
- 4.4 To ensure that the Club is secure, safe and healthy for all.

## **Key Strategic Area 5: Club Spirit**

**Responsible:** Social Manager + Social Subcommittee

**Overview:** To ensure that the Club has a vibrant year round social programme and a sense of identity.

**Goals:**

- 5.1 To grow the Club's reputation as "the Friendly Club" in the North Harbour area.
- 5.2 To ensure the Club offers significant opportunities for both on and off court social interaction.
- 5.3 To ensure the Club dress standard reflects well on the Club.

## **Key Strategic Area 6: Club Governance**

**Responsible:** President + Committee

**Overview:** To ensure that the Club is sustainably governed and managed.

**Goals:**

- 6.1 To ensure the Constitution and Club structures are current and reflect and support the strategic direction of the Club.
- 6.2 To develop a Club Policy Manual that guides the Club and ensures its smooth and efficient functioning.
- 6.3 To ensure that the Club abides by all applicable legislation and rules.
- 6.4 To ensure the Club aligns with the strategic direction and initiatives of regional and national tennis bodies.