

2018 to
2023

East Fremantle Lawn Tennis Club
5 Year Business Plan



ACKNOWLEDGEMENT

The 2018/2023 Business and Development Plan (the Plan) for the East Fremantle Lawn Tennis Club (EFLTC) for the Period 1st May 2018 to 30th April 2023 is *subject to approval* by the Board of Management of EFLTC.

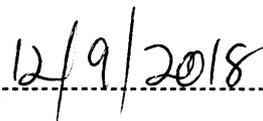
The Plan was developed knowing the market conditions and the available financial and human resources required to realise the goals contained within it.

Subject to variations caused by factors beyond the control of the EFLTC, a commitment is undertaken to achieve and strive towards exceeding the requirements of the Plan.

It is hereby acknowledged that the 2018/2023 Business Plan was adopted on the 12th September 2018.



Graeme Smith
President EFLTC



Date

1 Introduction

1.1 Club Vision

To provide a high quality facility, to be known as the East Fremantle Tennis Centre, with a range of facilities, both tennis and non-tennis related that are accessible to the broad membership and wider community, day and evening, all the year round. To provide Members and the local community with opportunities to play tennis at all levels, both competitive and social, and to promote the integrity of the club.

1.2 Club Values

1. Sportsmanship by all players.
2. Creating a welcoming and socially cohesive environment for all to enjoy.
3. An emphasis on fun and enjoyment as the main focus for all Members and visitors.

1.3 Mission Statement

To manage the East Fremantle Tennis Club (and eventually the East Fremantle Tennis Centre) as an inclusive, accessible and fully sustainable, community-oriented facility which takes full advantage of its premises, its facilities and its very special location, for the benefit of the Tennis Club patrons (and eventually the Fremantle Tennis Centre's co-tenants) and the broader community.

2 The Club

2.1 Facilities

A summary of current Tennis Club facilities is detailed below:

- 14 Grass Courts - all in excellent condition
- 5 Hard Courts / no lights - will need resurfacing in ~5 years
- 4 Hard Courts / under lights recently resurfaced
- 2 Red-Ball courts / provides 13 overflow parking spaces
- Clubhouse in average but ageing condition, consisting of:
 - 135 square metres (m²) of member's area, incorporating bar, crèche area and member's area kitchen
 - 106 m² of paved verandah area and pergola structure surround the member's area
 - 155 m² of hall area attached to the member's area, incorporating a separate hall area kitchen
 - Male and female toilets with shower in each and separate disabled toilet with external ramp access
 - 16 m² of office area ("captain's office")
 - Small internal storage room
 - External service yard, used for bin and equipment storage
- Fenced children's playground area adjoining the member's area and crèche.
- 1,000 m² of bitumised car park with 36 marked car parking bays

The Member's area bar has a Club Restricted License which allows the Club to open the bar on most days from late afternoon until late evening.

The hall area and its kitchen are currently hired out for social functions and exercise classes.

The Lease on the premises from the Town of East Fremantle extends to 2037 and currently costs \$5,184 pa for rent (with annual CPI increases) and \$4,656 for rates (reviewed annually by the Town of East Fremantle).

2.2 Coaching

The tennis Coaching contract with Matt Bull, trading as Tennis Factory, has been recently negotiated to extend to 30th June 2023, with 6 months' notice of intention to renew or terminate the Contract at end of the 5 year term.

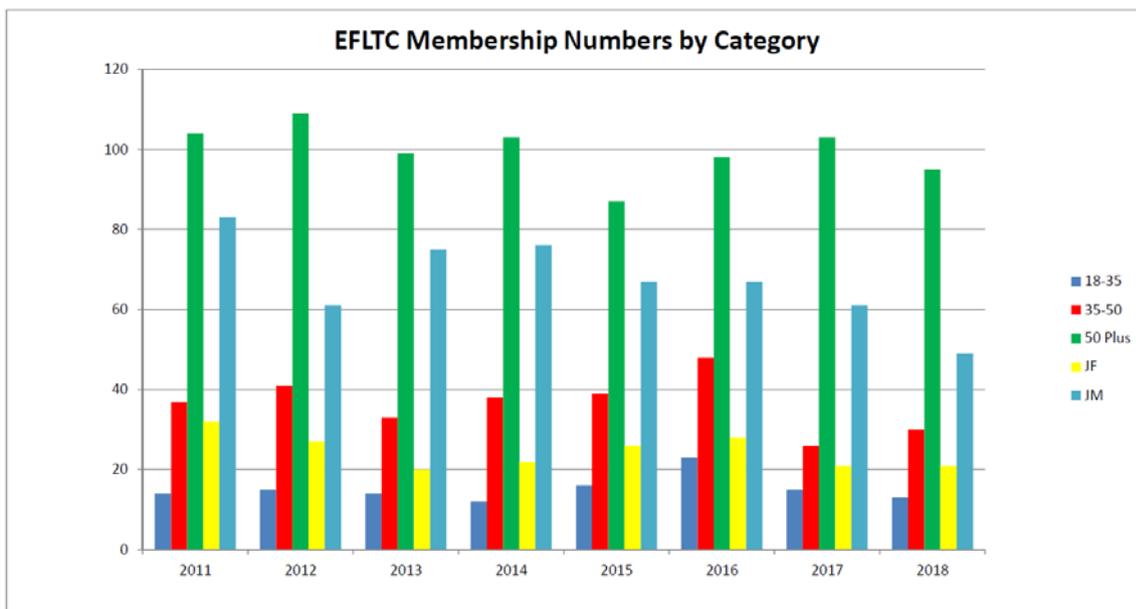
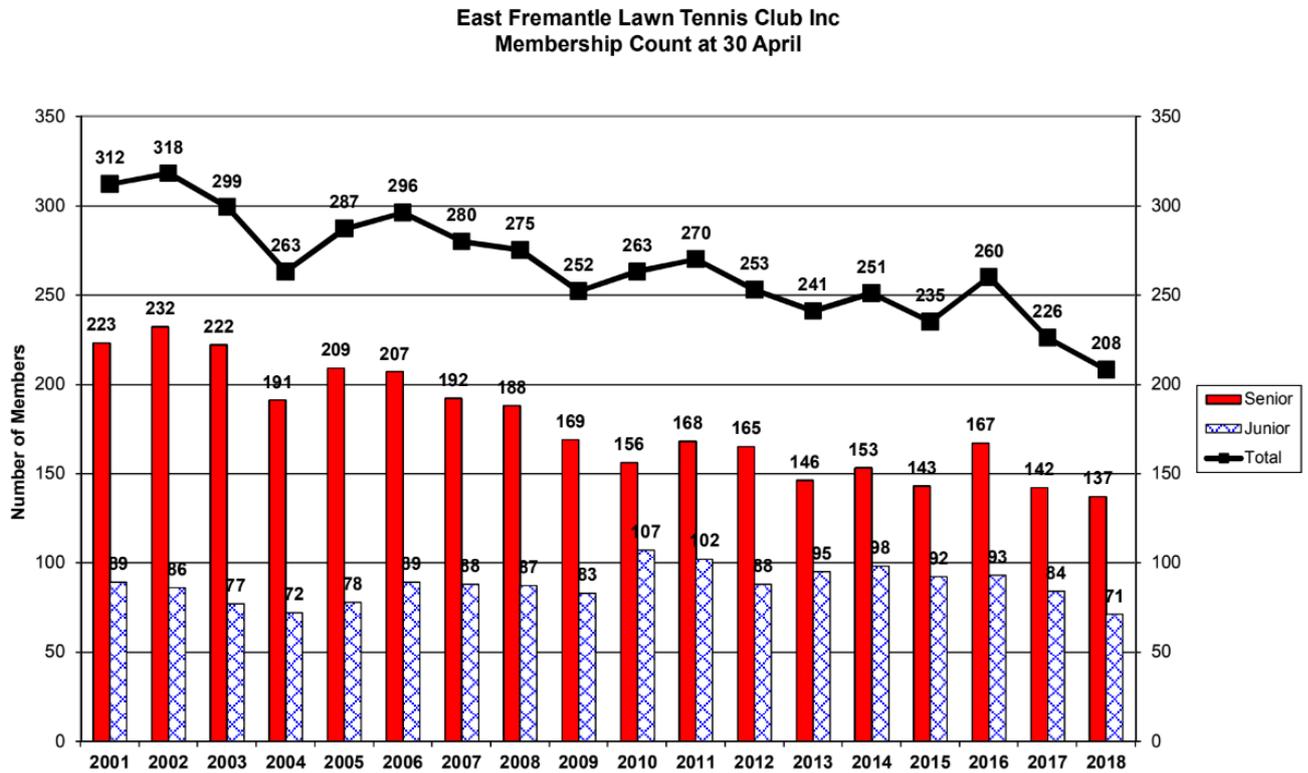
Tennis Factory will pay to EFLTC a scheduled annual fee in return for sole coaching rights at EFLTC and use of the Club's courts.

Tennis Factory's duties include:

- Run the EFLTC Junior Club
- Co-ordinate and supervise EFLTC Junior Pennants on Sunday morning
- Organise and run the EFLTC Junior Club championships
- Promote and mention EFLTC in Tennis Factory's marketing material
- Provide coaching services to members and community players on hourly rates
- Run the annual (December) Junior Classic Tournament

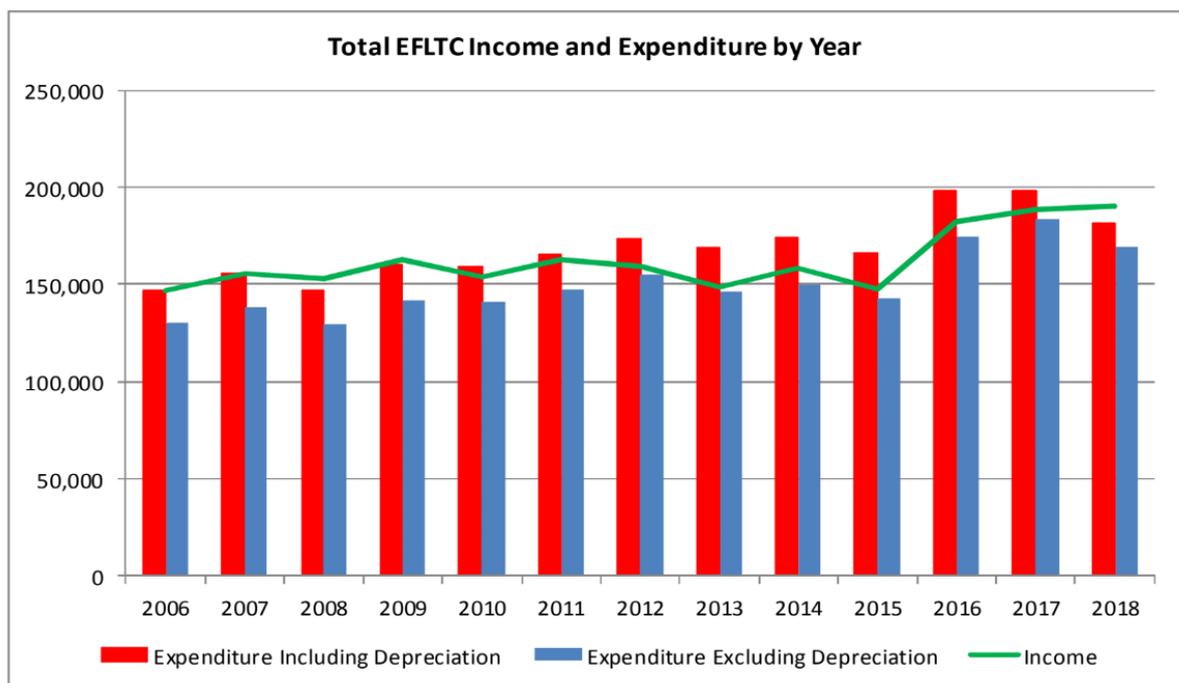
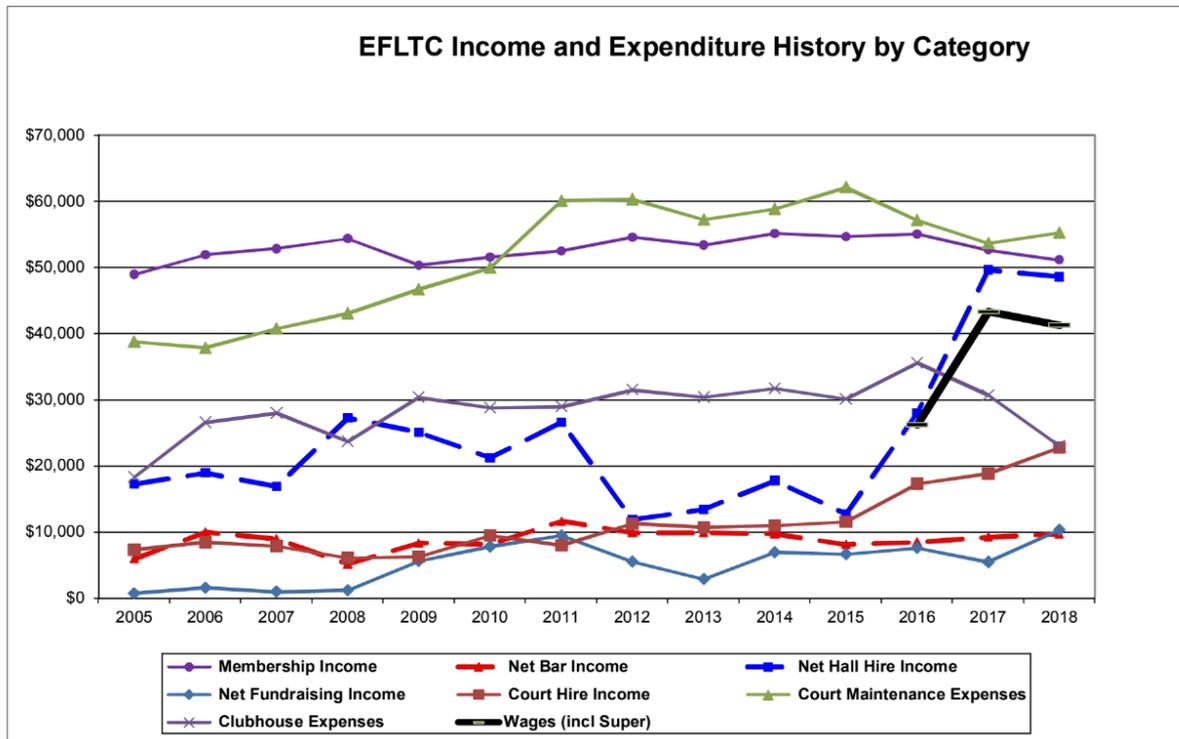
2.3 Membership Trend

The Membership charts below show a declining trend in the number of Club Members. The total Membership has declined steadily over past 18 years.

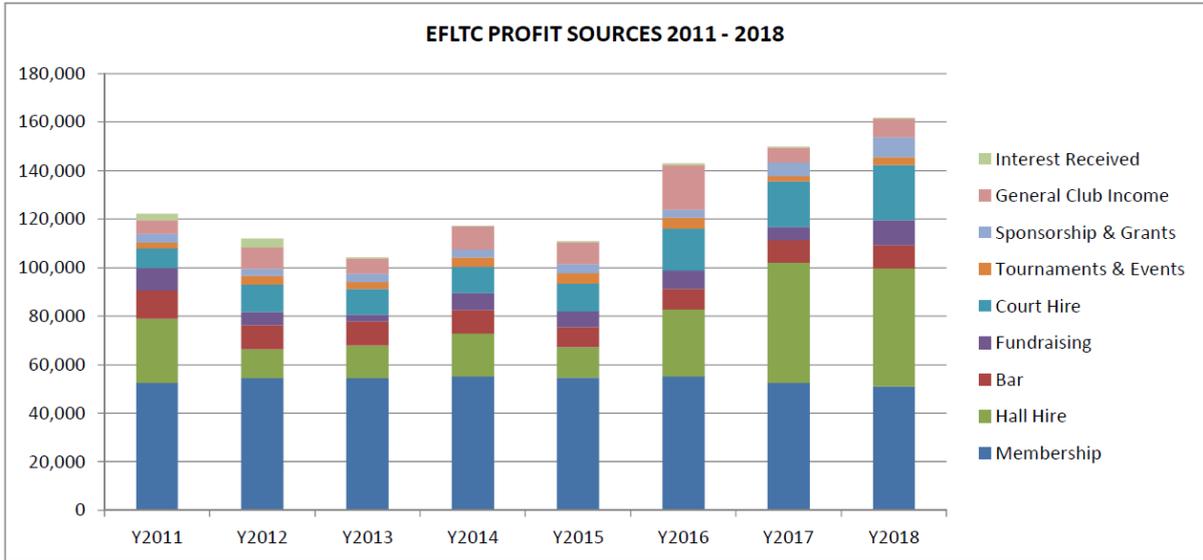


2.4 Financial

Membership revenue has remained static at between \$50,000 and \$55,000 over the past 13 years. Revenue from hall hire, court hire and fund raising have increased, largely due to the efforts of our paid Club Manager. This income represents a steady diversification of income beyond club membership related activities. The Hall Hire Agreement with the Taoist Tai Chi Society began in July, 2016 and runs to then end of June, 2020 with 3-months' notice of the intention to extend for a further 12, 24 or 36 months.



** Excludes \$52,000 Eastern Hard Court Resurfacing grants



	Y2011	Y2012	Y2013	Y2014	Y2015	Y2016	Y2017	Y2018
NET PROFIT								
Membership	52,437	54,562	54,562	55,064	54,598	55,036	52,600	51,099
Bar	11,592	9,877	9,862	9,705	8,074	8,429	9,196	9,675
Hall Hire	26,532	11,858	13,374	17,747	12,700	27,787	49,518	48,531
Fundraising	9,443	5,445	2,843	6,911	6,583	7,572	5,433	10,247
Court Hire	7,960	11,251	10,678	10,941	11,509	17,259	18,797	22,736
Tournaments & Events	2,261	3,631	2,840	3,842	4,302	4,665	2,136	3,300
Sponsorship & Grants	3,680	2,818	3,300	3,250	3,705	3,250	5,614	8,273
General Club Income	5,657	8,903	6,389	9,517	9,105	18,309	6,193	7,443
Interest Received	2,690	3,643	324	17	409	604	365	351
EXPENSES								
Clubhouse	28,872	31,440	30,344	31,636	30,033	35,556	30,655	22,952
Tennis Activities	12,816	13,054	12,061	13,751	12,337	12,645	11,110	13,462
Court Maintenance	60,007	60,233	57,152	58,786	62,030	57,113	53,604	55,225
Administration (incl Depreciation)	22,587	21,200	25,771	29,215	25,633	53,843	63,682	61,392
NET PROFIT	-2,032	-13,939	-21,157	-16,394	-19,049	-16,246	-9,198	8,624

Excludes
\$46,000
Court
Resurfacing
Grant

2.5 SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Great Location and views • Space for up to 17 Grass Courts and 9 hardcourts • 4 Courts under lights • Strong junior participation • Strong and stable Hall hire revenue • Successfully established professional management & running of Club • Strong and diverse Board of Management • Well run licensed Bar • New and energetic coaching business contracted to the club for 5 years • Online tennis court booking system established • Confidence of a newly established 20 year lease with ToEF • Good relationship with, and support from ToEF for diversifying income sources 	<ul style="list-style-type: none"> • Ageing Clubhouse and Hall • Lack of funds for improvement/upgrade work • Lack of strong social players, particularly ladies • Limited numbers of pennant teams, particularly ladies teams • High cost of grass court maintenance • Only 4 courts under lights • Limited marketing • Declining senior membership numbers • Poor utilisation of courts and facilities other than on Saturday
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Increase sponsorship off a low base • Engage with local businesses for corporate use of facilities • Increase transition of juniors into youth and senior ranks • Secure future funding grants from Government and private industry sources • Attract stronger players to the Club • Upgrade clubhouse and hall • Increase use/hire of hall during weekdays by local businesses • Potential of sharing facilities and costs with another sporting group (i.e. Table Tennis club and/or Water Polo) • Run additional social events to raise funds • Run additional tournaments to increase participation and raise funds • Increase days/hrs bar is open to encourage more social tennis, particularly after work • Market our flexibility in playing options (i.e. encourage pay to play as opposed to only pushing yearly membership) • Improve court hire with online booking system, better website, and better promotion • Use of social media to promote the Club facilities and social functions • Local Council is preparing a "Preston Point Road North Facilities Master Plan" during H1 2019 • Refresh the EFLTC website 	<ul style="list-style-type: none"> • Ageing senior membership • Lack of volunteers for running of Club • High membership costs relative to other nearby clubs • General community trend away from club membership commitments • Limited local Council financial support • Very limited financial support from Tennis Australia • Lack of good quality competitive tennis for better social players and losing members because of this • Seen as a Club full of oldies, so less likely to attract younger players • Emphasis on annual membership which can deter visitors from returning to the Club • Possible community perception of exclusivity and high cost • Support for social activities and Club events is declining

2.6 Objectives

Good SMART objectives include:

- Specific: so that we know exactly what is to be achieved
- Measurable: so we know when they have been achieved
- Achievable: challenging but not impossible
- Results-orientated: specify a result, e.g. increase membership to....
- Time-frame: completed by a certain date

Three distinct parts of an objective:

1. A verb focusing on accomplishment, e.g. "to increase"
2. Specific and measurable, e.g. "a 50% increase"
3. Specific time limit, e.g. "June or by AGM"

KEY OBJECTIVES	MEASURES TO ACHIEVE OBJECTIVE	TARGET DATE	RESPONSIBLE PERSON
1. Increase participation and number of people who play their tennis at EFLTC	A. Promote the more flexible pay as you play system with the target to increase the number of non-members playing at the club by 20% within 2 years	1 st Nov 2020	Board of Management / Club Manager
	B. Develop a plan to attract stronger social and pennant players to the Club, particularly ladies	31 st Dec 2020	Board of Management / Club Manager
	C. Develop a plan to retain and transition Junior Players into Youth and Senior Players	31 st Mar 2020	Membership Sub-Committee
	D. Implement a Friday Sundowner social play with bar open afterwards as a trial. Investigate possibility of combining this with junior club.	Nov/Dec 2019	Club Manager
	E. Introduce and promote competitive night tennis	Nov/Dec 2019	Club Manager
2. Increase revenue base of Club, and increase operating profit to sustainable level	A. Establish a sub-committee to propose, organise and promote social activities	1 st Jan 2019	Board of Management
	B. Establish a sub-committee to investigate and establish alternative income sources or facility usage. Eg. Café, Gym, Crèche, Playgroup, Daycare/Respite	1 st Jan 2019	Board of Management
	C. Actively promote Hall availability for midweek use by local businesses, particularly exercise classes (minimal equipment), e.g. Yoga, Pilates, Tai Chi etc., with a goal to increase midweek income by 50% within 2 years	30 th Apr 2020	Club Manager
	D. Trial increased operating hours of the bar to attract more people to play and stay after the game	1 st Nov 2018	Club Manager

KEY OBJECTIVES	MEASURES TO ACHIEVE OBJECTIVE	TARGET DATE	RESPONSIBLE PERSON
	E. Form a Marketing Committee and put together updated sponsorship packages and actively pursue business sponsorships with a target to increasing sponsorship 20% per year	1 st Jan 2019	Board of Management
3. Upgrade club facilities	A. Prepare a plan for upgrading clubhouse and facilities including architectural concept for inputting into the ToEF Preston Point Road North Recreation Facilities Master Plan	1 st Dec 2018	Redevelopment Sub-committee
	B. Engage with the ToEF Preston Point Road North Recreation Facilities Master Plan with a view to establishing new shared facilities with other users	1 st Jan 2019	Redevelopment Sub-committee
	C. Research and submit funding grant requests to Government and private sources to finance facilities upgrade	1 st Sept 2018	Facilities Committee/ Club Manager
	D. Implement a tax-deductible facilities upgrade fund within the Australian Sport Foundation with a target amount set and a board prominently displayed showing updated progress. Implement a "Buy a brick" for business sponsors and members who would get their name on a plaque in upgraded facility.	1 st Sept 2018	Facilities Committee / Club Manager
4. Promotion & Marketing Of Club	A. Revamp website to include a calendar of upcoming events, an online registration and payment system for Club Membership fees, and regular photo and feature updates	1 st Oct 2018	Marketing Committee / Club Manager
	B. Promote EFLTC at local schools and winter sporting clubs to try and attract extra Junior members and parents (i.e. 30's & 40's yo senior members) and social members	1 st Feb 2019	Marketing Committee / Club Manager
	C. Implement a social media marketing strategy to promote the club activities	1 st Nov 2018	Marketing Committee / Club Manager
	D. Form a Marketing Committee and put together updated sponsorship packages and actively pursue business sponsorships with a target to increasing sponsorship 20% per year	1 st Jan 2019	Marketing Committee / Club Manager

2.7 Clubhouse Redevelopment

To achieve significant upgrades to the facilities will require significant capital and volunteer time. It will also impact on the cashflow and operation of the club and facility generally.

A sub-committee, consisting of Steve Burdett, Stuart Crole, Bev Sinclair, Glen Crosbie, Brian McDonald and Paul Hemsley have been steadily progressing potential renovations and improvements to our ageing facilities.

The recent signing of a new 20-year Lease with the East Fremantle Town Council (ToEF) has given us the confidence to look not just at short-term renovations, but to also consider the longer term.

Accordingly, we have prepared the following documents:

- **EFTC-CRP-01 Clubhouse Redevelopment Philosophy**, which will underpin all decisions on the project – it describes who we are and what we need from our Clubhouse. The “Why”!
- **EFTC-CRP-02 Clubhouse Redevelopment Design Options**, which describes a number of different potential projects and designs that might serve that purpose. The “What”!

These documents (and more as details unfold) are available on the EFLTC website. In summary, we have outlined 4 potential stages, broadly being:

Stage 1

Improvements to the Hall including extension of the balcony, renovations to kitchen, and toilet facilities and general renovations to improve the visual appeal of the hall interior and exterior, including a revamped western entrance to the Tennis Club. This will improve the facilities for the Tennis Club patrons and allow us to increase general hall hire fees and hence increase club income.

Stage 2

General renovation of the existing Clubrooms, including an extension east to provide better segregation of chair storage and the crèche facility and renovations to the existing carpark and access ways.

Stage 3 (speculative)

Potential alternative uses for the rested grass-court area, including potential overflow carpark and uses by third-parties.

Stage 4 (speculative)

Development of a new, separate clubhouse which improves court and river views, potentially allowing shared use with other tenants. The concepts being considered are speculative, but they have the potential to significantly alter the characteristics of the Tennis Club, by diversifying the activities and facilities available to the members. Inviting other users to share our facilities (if done right) would also add diversify and depth to our income and hence improve the long term financial viability of the Tennis Club. A new Clubhouse would allow us to repurpose the existing Clubrooms.

Western Hardcourt Flood Lighting

Footings and conduits are already installed for light poles for the western hardcourts. A project to add light poles and fittings is being considered. This project is largely independent of the Clubhouse Redevelopment projects above, but timing is dependent on capital availability (limited) and lit court availability constraints (ok now, but expected to bite around 2021).

2.8 Risk Analysis

Risk	Likelihood	Consequence	Unmitigated Risk Rating	Mitigating Actions	Residual Risk Rating
EFLTC overcommits financially	Unlikely	Major	Medium	All capital commitments to be approved by BOM. Detailed business & financial justification for significant commitments.	Low
Revenue doesn't increase as forecast	Likely	Moderate	Medium	Cashflow projections based on proper research. Low-end projections to be prepared and deemed acceptable.	Low
Selected designs or strategy not popular with members	Unlikely	Moderate	Low	Clearly communicate with members prior to commitments	Low
3 rd -Parties not reliable	Likely	Moderate	Medium	MOU's prepared early. Contracts signed before major commitments.	Low
Low level of support from funding sources	Likely	Major	High	Thorough planning and engagement with funders via ToEF - particularly the ToEF Preston Point Road North Recreation Facilities Master Plan	Low
Loss of key sub-committee members	Likely	Moderate	Medium	Sub-committee includes spare capacity to enable continuity	Low
Community backlash	Unlikely	Moderate	Low	Engagement with community via the ToEF Preston Point Road North Recreation Facilities Master Plan	Low
Facility management becomes too onerous for existing managers & volunteers	Likely	Moderate	Medium	Planning will include future management plan, including appropriate allowance for expanded paid management	Low
Traffic & parking becomes a problem with multiple users	Likely	Moderate	Medium	Planning will include traffic management plan. Engage with ToEF TM Planning consultant.	Low

Likelihood ↑	Very likely	Acceptable risk Medium 2	Unacceptable risk High 3	Unacceptable risk Extreme 5
	Likely	Acceptable risk Low 1	Acceptable risk Medium 2	Unacceptable risk High 3
	Unlikely	Acceptable risk Low 1	Acceptable risk Low 1	Acceptable risk Medium 2
	What is the chance it will happen?	Minor	Moderate	Major
		Impact How serious is the risk? →		

3 Financial Analysis

3.1 Summary

The club currently operates on a subsistence existence, where income (including grants, donations and sponsorship) barely covers operating costs and depreciation. The club is dependent on grants to maintain the existing courts and building.

Two forecasts are provided below.

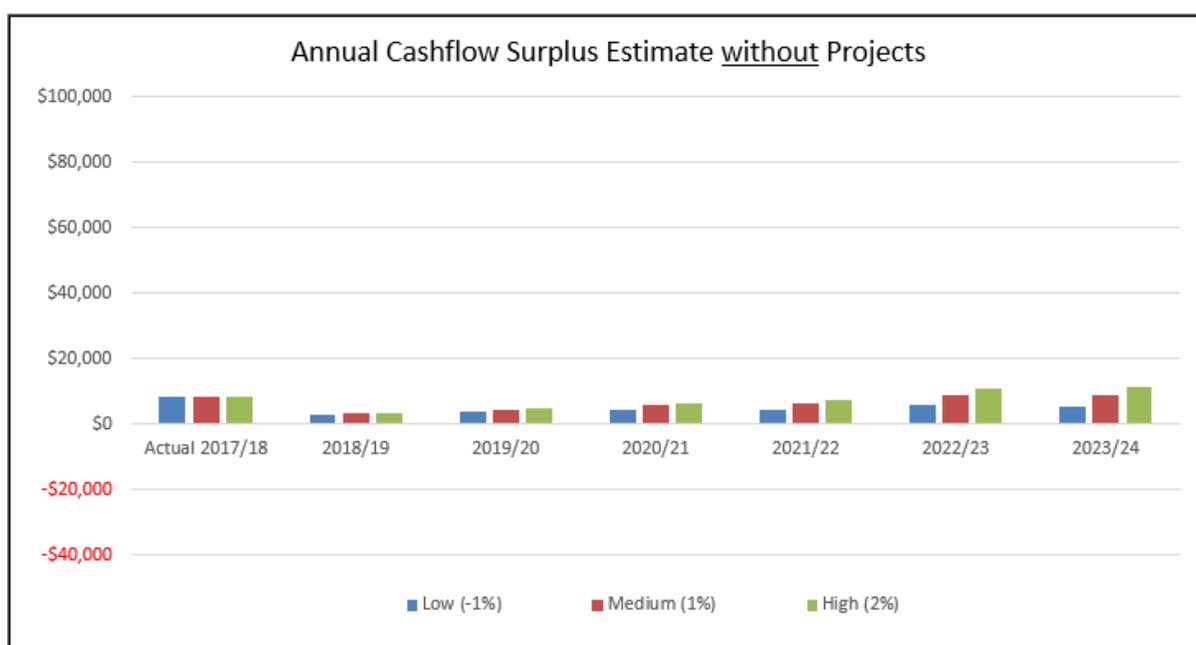
The first excludes all significant redevelopment projects and provides cashflow projections based on business as usual.

The second includes the cashflow impact of doing all proposed redevelopment projects. The forecasts are based on detailed analysis that is not provided here.

3.2 Forecast Without Redevelopment Projects

Forecast Cashflow Surplus without Projects
(includes depreciation, excludes project capital)

Includes % change in Base business:	Annual Cashflow Surplus Estimate			Projects Completed
	Low (-1%)	Medium (1%)	High (2%)	
Actual 2017/18	\$8,625	\$8,625	\$8,625	None
2018/19	\$3,057	\$3,463	\$3,666	None
2019/20	\$3,856	\$4,668	\$5,080	None
2020/21	\$4,657	\$5,875	\$6,503	None
2021/22	\$4,265	\$6,296	\$7,374	None
2022/23	\$5,691	\$8,943	\$10,746	None
2023/24	\$5,504	\$9,163	\$11,222	None



3.3 Forecast With Redevelopment Projects

The 5-year financial forecast below incorporates the anticipated financial benefits of all of the proposed Redevelopment Projects. Membership fees and membership numbers are assumed to not increase significantly, although the vastly improved club amenities would no doubt improve the value of membership and likely lead to an increased number of members, visitors and casual users.

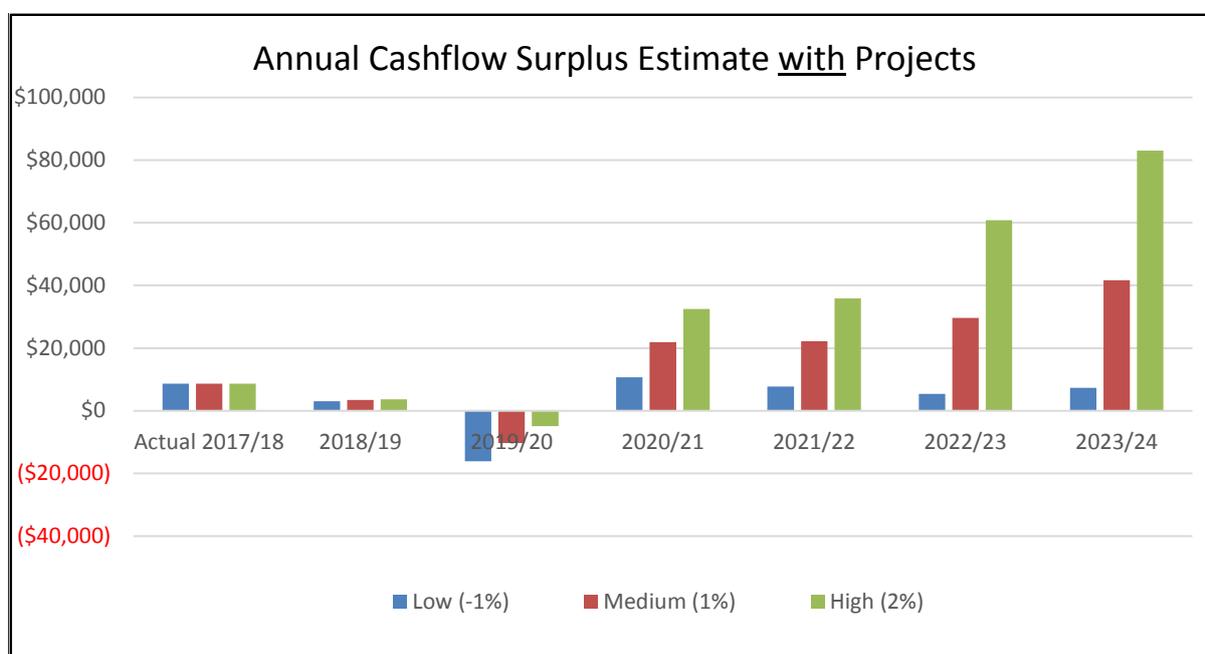
The additional revenue resulting from implementing the Redevelopment Projects will underpin the future sustainability and financial independence of the club.

Whilst there is a lot of work to do to bring the projects to fruition, and plenty of challenges, roadblocks and potential show-stoppers along the way, the cashflow projections demonstrate the realistic potential to transform the EFLTC financially whilst simultaneously improving the facilities significantly.

This forecast assumes zero cost of capital, although the cashflow projections demonstrate the capacity to service some debt. Successful implementation will require significant contributions from various sources including Government grants, Tennis Australia (financial or project management support), membership (financial or in-kind contributions), fundraising activities, project partners (eg. Freo Table Tennis), interest free loans or available club capital.

Forecast Cashflow Surplus with Projects
(includes depreciation, excludes project capital)

% change in Base business:	Annual Cashflow Surplus Estimate			Projects Completed
	Low (-1%)	Medium (1%)	High (2%)	
Actual 2017/18	\$8,625	\$8,625	\$8,625	None
2018/19	\$3,057	\$3,463	\$3,666	None
2019/20	-\$16,144	-\$10,332	-\$4,920	Hall Refurbishment in progress
2020/21	\$10,657	\$21,875	\$32,503	Hall Refurbishment
2021/22	\$7,765	\$22,196	\$35,874	Western Hardcourt Lighting
2022/23	\$5,391	\$29,642	\$60,844	New Shared Facility
2023/24	\$7,351	\$41,710	\$83,012	Repurpose existing Clubrooms



APPENDICES

Club Audit

1. Including Everyone

							Yes	No
a) Do we actively work to create a welcoming and inclusive club environment to increase participation numbers?							✓	
b) Do our social and playing activities cater equally for all members, irrespective of age, race or ability?							✓	
c) Do we ensure that the cost or location of our activities makes them accessible to all people, particularly those with a disability?							✓	
d) Do we actively seek to make our club more appealing by promoting and enforcing policies that eliminate harassment and discrimination?							✓	
Select a priority level for 1. Including Everyone								
Not a priority		Low priority		Medium Priority		High priority	✓	

2. Image

							Yes	No
a) Are we satisfied with the respect our club receives from the local community through our operations and the services it provides?							✓	
b) Do we maintain good relationships with the local Council and its staff, respecting them as a major sponsor of the club?							✓	
c) Do we seek to identify and address issues that may limit our club's ability to attract new playing members, volunteer workers and sponsors?							✓	
Select a priority level for 2. Image								
Not a priority		Low priority		Medium Priority		High priority	✓	

3. Promotion

							Yes	No
a) Do we maximise opportunities available through local newspapers, television or radio to publicise and promote our clubs activities?								✓
b) Are contacts or links with local schools and community groups maintained as a means of promoting and developing our club?								✓
c) Does your club have an events calendar with all the dates and events that will be held over the season/year?							✓	
d) Does your club have a newsletter that gets distributed regularly to inform members of information surrounding the club?							✓	
e) Does your club have a website?							✓	
Select a priority level for 3. Promotion								
Not a priority		Low priority		Medium Priority		High priority	✓	

4. Opportunity for All to Contribute

		Yes	No
a) Does your club have a feedback system in place, for members to provide feedback in regards to club operation and atmosphere?		✓	
b) Does your club distribute or post on the website the minutes from meetings/planning sessions?			✓
c) Does your club encourage attendance at committee meetings to discuss the club's future?			✓
d) Does your clubs office bearers report regularly to the membership? Via newsletter, and the President does this every Saturday social.		✓	
Select a priority level for 4. Opportunity for All to Contribute			
Not a priority		Low priority	Medium Priority
			✓ High priority

5. Social

		Yes	No
a) Do we place sufficient importance on developing and maintaining an inclusive social environment for members and their families?		✓	
b) Do we involve a broad cross section of club members when planning social activities, thereby catering for all?		✓	
Select a priority level for 5. Social			
Not a priority		Low priority	Medium Priority
			High priority ✓

6. Planning

		Yes	No
a) Do we use a broad yearly plan setting out what has to be done thereby ensuring thorough forward planning?			✓
b) Do we use a weekly season plan setting out who will do what and when to ensure the season runs smoothly?			✓
c) Do we use planning checklists to ensure that nothing is overlooked or left to chance?			✓
Select a priority level for 6. Planning			
Not a priority		Low priority	Medium Priority
			✓ High priority

7. Policies & Procedures

		Yes	No
a) Are all necessary aspects of our operations covered by policies or procedures to maintain efficiency and/or consistency?			✓
b) Are our existing policies clearly communicated to all members to avoid debate or arguments?			✓
c) Do we have risk management procedures in place to minimize injury to people or damage to equipment or buildings?			✓
d) Do we have current up to date policies and procedures on the following:			
Blood rules ?			✓
Infectious diseases ?			✓
Asthma management ?			✓
Injury records ?			✓
Equal Opportunity ?			✓
Harassment ?			✓
Anti-discrimination ?			✓
First Aid ?			✓
Codes of behavior ?			✓
Food handling and safety ?			✓
Member Protection ?			✓
Select a priority level for 7. Policies & Procedures			
Not a priority		Low priority	✓ Medium Priority
			High priority

8. Finance & Sponsorship

		Yes	No
a) Do our current financial management practices and fundraising activities generate sufficient income to meet the club's financial needs? No as no fund for future capital works improvements			✓
b) Is the responsibility for fundraising and recruiting sponsors shared equally amongst our members?			✓
c) Are our current practices for recruiting and retaining sponsors working?		✓	
d) Do we have adequate financial resources? Eg. a computer, computer programs, cash books, receipt books, etc.		✓	
Select a priority level for 8. Finance & Sponsorship			
Not a priority		Low priority	Medium Priority
			High priority ✓

9. Recruitment of Players

							Yes	No
a) Do we have sufficient players to fill all existing teams on a weekly basis? Unused courts on Saturday								✓
b) Are we maintaining/ increasing the number of members through a systematic recruitment plan?								✓
c) Do we have sufficient members to make our club sustainable in the long term?								✓
d) Do we have membership induction packages? (may include rules, history, policies and procedures, training sessions, games times, etc?)								✓
Select a priority level for 9. Recruitment of Players								
Not a priority		Low priority		Medium Priority		High priority	✓	

10. Retention of Players

10. Retention of Players							Yes	No
a) Do we have successful strategies for retaining players from season to season?								✓
b) Do we have strategies for retaining current players as club members in non-playing roles, such as administration, coaching or umpiring?								✓
c) Are our members satisfied with the way the club currently runs?							✓	
d) Have we done membership surveys to gather information on the club environment and operation?							✓	
Select a priority level for 10. Retention of Players								
Not a priority		Low priority		Medium Priority		High priority	✓	

11. Coaching

							Yes	No
a) Are our clubs coaches actively encouraged to seek accreditation?							✓	
b) Are our junior coaches' police checked to create a safer environment, particularly for junior players and their parents?							✓	
c) Are our junior coaches actively encouraged to make participation an enjoyable and rewarding playing experience?							✓	
Select a priority level for 11. Coaching								
Not a priority		Low priority		Medium Priority	✓	High priority		

12. Development Programs

							Yes	No
a) Do we run development programs or similar activities to increase junior/senior participation at the club? Junior Yes, Senior No							✓	✓
b) Do we have a plan to encourage the transition of kids and their parents from development programs into junior sport? Part of coaching program structure.							✓	
c) Will our current number of development program participants provide sufficient players to support the clubs junior team structure?							✓	
Select a priority level for 12. Development Programs								
Not a priority		Low priority		Medium Priority	✓	High priority		

13. Risk Management Plan

							Yes	No
a) Do we have policies and procedures for preventing and dealing with risks?								✓
b) Do we have a risk management reporting system in place? Or a risk management plan?								✓
c) Does our club have a risk checklist that is used for all facilities prior to all games and training?								✓
Select a priority level for 13. Risk Management								
Not a priority		Low priority	✓	Medium Priority		High priority		

14. Recruitment of Volunteers

							Yes	No
a) Do we have successful strategies for recruiting new volunteers to our club?								✓
b) Do we offer training to assist volunteers in their roles as a means of recruiting them in the first place?							✓	
c) Do we have a sufficient number of volunteers to cover all of the roles within the club?								✓
Select a priority level for 14. Volunteers								
Not a priority		Low priority		Medium Priority		High priority	✓	

15. Management of Volunteers

		Yes	No
a) Is appropriate membership information collected and maintained enabling the club to utilise this for their benefit?		✓	
b) Is the administration workload equally spread amongst our members?			✓
c) Do we provide position descriptions to assist our volunteers in understanding and performing their duties?			✓
d) Do we use succession planning to assist volunteers when taking on new roles and to provide a smooth transition?			✓
e) Are we successful in retaining volunteers from season to season through providing support and other rewards?			✓
f) Does our club have enough skilled volunteers? Eg. coaches, officials, referees			✓
g) Does our club conduct volunteer appraisals to see how well each person is performing their role or if they need assistance?			✓
h) Does our club conduct exit interviews when people stop volunteering, to find out why they have stopped volunteering?			✓
i) Does our club have any volunteer reporting systems? Eg. volunteer hours, years of service, service awards, appraisals.			✓
Select a priority level for 15. Management of Volunteers			
Not a priority		Low priority	
		Medium Priority	✓
		High priority	

16. Responsible Serving of Alcohol

		Yes	No
a) Does our club comply with State Liquor Licensing regulations?		✓	
b) Does our club provide low alcohol and non-alcoholic drinks at prices competitive with full strength alcoholic drinks?		✓	
c) Do we ensure food is provided when alcohol is served? Snacks are provided		✓	
d) Do we provide water free of charge when alcohol is served?		✓	
Select a priority level for 16. Responsible serving of Alcohol			
Not a priority		Low priority	
		Medium Priority	✓
		High priority	

17. Sport Related Injury

							Yes	No
a) Does our club promote and make mandatory the use of protective equipment in accordance with state sporting body policies?							✓	
b) Do we promote warm up, stretching and cool down sessions for training and matches?							✓	
c) Do we ensure coaches and officials are trained in first aid and/ or injury prevention?								✓
d) Do we check the safety of playing and surrounding areas before training and matches?								✓
e) Do we encourage players to bring their own drink bottle to training and matches?							✓	
f) Do we provide each team with a first aid kit which is appropriately stocked and maintained? Available in office.							✓	
g) Do we ensure the details of the closest available medical assistance are readily available and displayed in a prominent location for all club activities?								✓
Select a priority level for 17. Sport related injury								
Not a priority		Low priority	✓	Medium Priority		High priority		

18. Smoke Free Environments

							Yes	No
a) Do we ensure that all indoor areas are 100% smoke free?							✓	
b) Do we insist that all coaches, officials and administrators refrain from smoking whilst acting in an official capacity?							✓	
c) Do we promote all our activities as being smoke free?							✓	
d) Do we have designated non-smoking outdoor areas?								✓
Select a priority level for 18 . Smoke Free Environments								
Not a priority		Low priority	✓	Medium Priority		High priority		

19. Healthy Eating Choices

							Yes	No
a) Do we provide healthy food choices including fresh fruit and water?								✓
b) Do we offer competitively priced healthy food?								✓
c) Do we have healthy food choices attractively presented and prominently positioned?								✓
Select a priority level for 19. Healthy Eating Choices								
Not a priority	✓	Low priority		Medium Priority		High priority		

20. Sun Protection

		Yes	No
a) Do we ensure sunscreen is available for all of our members to use during matches and training?		✓	
b) Do we ensure we have adequate shade structures around the ground?			✓
c) Do we follow the recommended extreme heat guidelines?		✓	
d) Do we ensure officials, volunteers and players wear:			
	Wide brimmed hats		✓
	Shirts with long sleeves		✓
	Sunglasses		✓
	30+ Sunscreen		✓
Select a priority level for 20. Sun Protection			
Not a priority		Low priority	
		Medium Priority	✓
		High priority	