



Strategic Plan : 2023 - 2028

Working Paper



President's Welcome

Dear Members

As we approach the significant milestone of Royal South Yarra Lawn Tennis Club's 150th Anniversary in 2034, we have much to celebrate. Our Club's rich history and cherished traditions, our vibrant membership community, and the outstanding grounds and facilities that bring us daily enjoyment, are all points of particular pride.

To ensure our continued success well into the future, it is essential that we preserve and nurture what we have today. Strategic thinking and thoughtful planning will be our guiding forces as we embark on this journey.

Over the past decade or so, successive Presidents, General Committees, and Senior Management have embraced the implementation of rolling five-year Strategic Plans. During my six years as President, I have witnessed the positive impact of regular Member consultation in the cohesive delivery of important initiatives, such as Stage One of the Grounds Enhancement Program. Furthermore, our preparedness through the planning process has proven invaluable in successfully navigating the unexpected challenges posed by the recent disruption of COVID-19.

With that in mind, I am delighted to present to you, on behalf of the General Committee, our Strategic Plan for 2023-2028. This Plan has been carefully crafted based on constructive feedback from our Member Aspirations Survey, as well as input from the General Committee, Sub-Committees and Senior Management over a number of facilitated planning days.

The scope of our considerations included a detailed analysis of our strengths, weaknesses, opportunities and threats to identify what needs protection, improvement, development and attentive management.

The Plan is designed to uphold our Club Purpose, meet the evolving expectations of our Members, and undertake a master planning process in key areas to pave a clear pathway towards our 150th anniversary in 2034.

To bring the Plan to life, we will commit our time, effort, and resources on three key areas of focus, as detailed in the following pages:

- (a) Embracing the Club Experience
- (b) Continued Improvement of our Facilities and Services
- (c) Advancing our Community Stewardship

Once again, I extend my sincere gratitude to each and every one of you for your ongoing contributions to our Club and your involvement in shaping this Strategic Plan. I look forward to witnessing its transformation into a tangible reality, in the years to come.

Warm regards,

Tony Joubert
Club President

Our Commitment

Our Purpose

Our Purpose is to offer every Member the daily opportunity to embrace and enjoy a vibrant, healthy and sociable lifestyle.

Our Promise

In pursuit of our Purpose, we are committed to building on Royal South Yarra Lawn Tennis Club's reputation. We aim to achieve this by providing an extensive array of enjoyable and memorable activities, state-of-the-art facilities, and high-quality services that our Members can proudly and responsibly share with fellow Members, family, friends, guests, visitors, and the broader community.



Our Guiding Principles

By embracing the following principles, we strive to create a Club that enriches the lives of our Members, and fosters a strong sense of belonging, camaraderie, and wellbeing.

a) Club Life Engagement

We wholeheartedly encourage a warm and friendly environment where every Member feels included, valued, and a part of our Club community.

b) Fun, Safety & Sustainability

We prioritise fun and enjoyment in every aspect of the Club experience while maintaining important safety and sustainability practices.

c) Respect for Each Other

We uphold a culture of respect, treating all Members, visitors and staff with dignity and promoting an inclusive and harmonious Club atmosphere.

Our Priorities

Roadmap for Action



2023

- Activation, monitoring & reporting on the Strategic Plan
- Clubhouse Master Plan Phase One – Existing Conditions Report
- Communications Refinement
- Dendy Park Launch
- Governance Review including Nominations Committee & development of a Club Governance Manual



2024-2025

- Clubhouse Master Plan Phase Two – Design brief, conceptual options & assessment of funding required
- Court Surfaces Master Plan
- Stage Two of the Grounds Enhancement Program – design & activation of Pavilion and courts to the Bruce Street Boundary
- RSY Foundation Projects Launch linked to Clubhouse Master Plan, Court Surfaces Plan & Stage Two of the Grounds Enhancement Program Master Plan outcomes
- Member Satisfaction Survey
- Dendy Park Stage One development

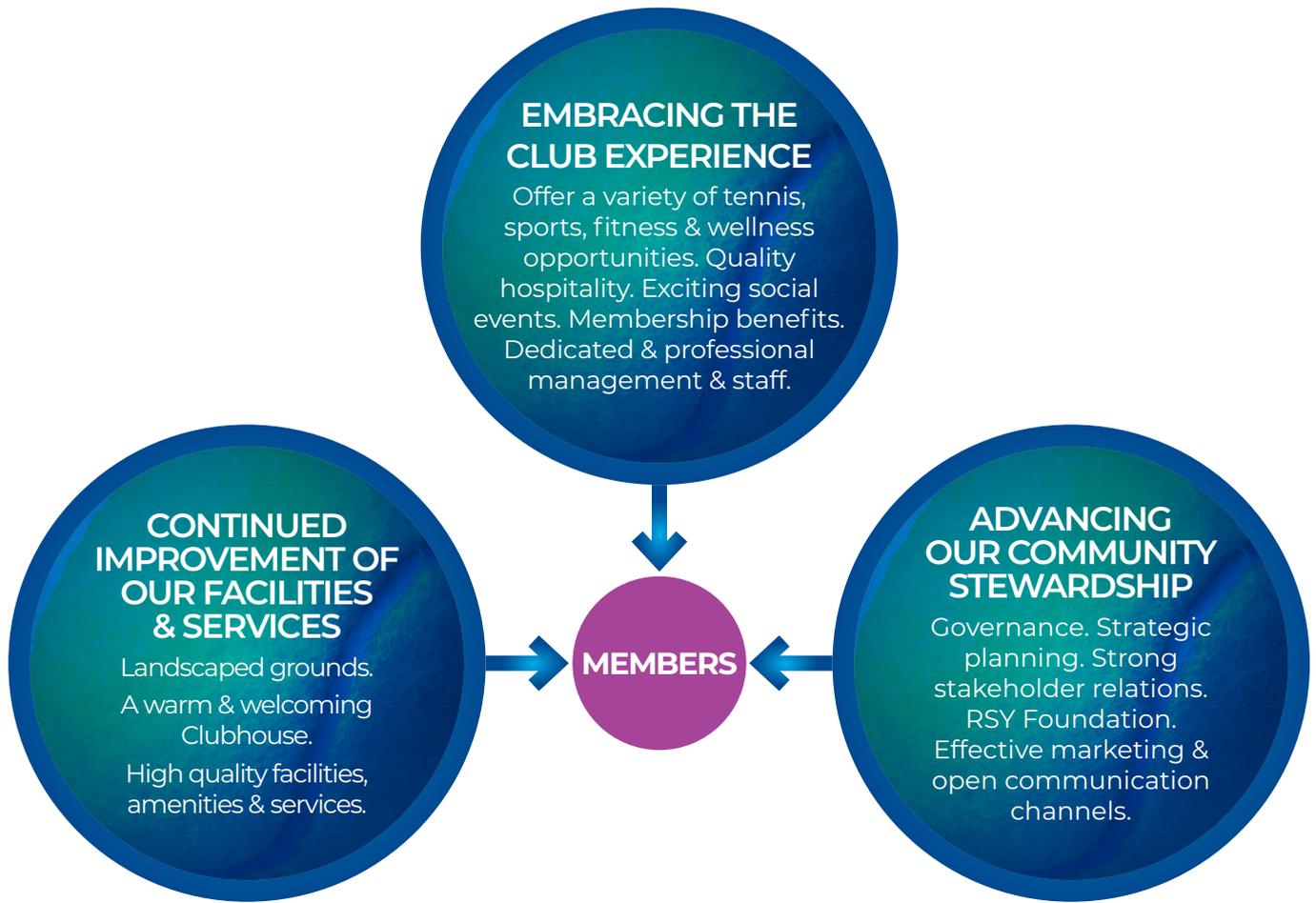


2025-2028+

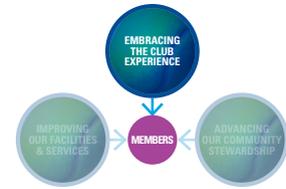
- Clubhouse Master Plan Phase Three - consultation & activation
- Develop and approve Strategic Plan 2028-2034
- Member Category Review
- Member Satisfaction Survey
- Commence planning for our 150th anniversary in 2034

*It is intended that strategies to achieve each of these key priorities will be developed through the General Committee, Sub-Committees and Member Working Groups and actioned by the CEO and Team.

Our Focus on Members



Embracing the Club Experience



Focus Areas

Tennis, Sports, Fitness & Wellness

- Strengthen opportunities for tennis (including padel tennis & pickleball) and fitness participation for all Members, regardless of skill level or age
- Continually seek to enhance satisfaction levels across all activities, including tennis, bridge, swimming, gym, billiards & snooker, squash, table tennis, yoga & pilates
- Continue to assess and expand our sport and fitness offerings, including exclusive Club co-ordinated tennis tours, to broaden Member choices
- Ensure the availability of professional, accredited coaches, personal training and qualified instructor services, and well-maintained state of the art equipment
- Explore opportunities for the addition of a broader wellness offering within the Club as part of the Clubhouse Master Planning process
- Facilitate easy access and user-friendly booking systems to streamline participation

People

- Enhance Member dining and menu experiences
- Consistently deliver exceptional service with well-trained, professional & courteous staff across all areas of the Club
- Strive to be recognised as an employer of choice
- Foster a safe work environment that promotes growth and provides meaningful career opportunities
- Invest in training and education to enhance team capabilities
- Cultivate a welcoming and inclusive atmosphere that enhances the overall enjoyment of our Club's amenities

Social Activities & Events

- Develop a diverse annual calendar of activities and events to cater to the varied interests of our Members, ensuring there's something for everyone
- Invest in effective marketing resources and tools to better promote activities, increase Member awareness, and boost participation

Membership

- Enhance our reputation as a tennis & social Club of choice, promoting our contemporary rules and policies
- Regularly review and streamline membership policy, ensuring efficient nomination, induction and exit processes
- Review of Membership categories to ensure that existing categories optimise diversity, value, benefits and retention outcomes while being conscious of the evolving needs and preferences of our Members
- Continue to assess opportunities to expand our reciprocal network of like minded clubs in locations that are of interest to the wider membership



“ Our Club stands on a strong foundation that gives us the confidence to keep moving towards excellence, together. Let’s take every opportunity to make our Club even better for future generations, just as those before us did. ”

Cathy Moore
VICE PRESIDENT





Continued Improvement of Our Facilities & Services



Focus Areas

Clubhouse

Initiate and develop a Master Planning process for the clubhouse and associated site, exploring possibilities for future development including:

- Expanding the gym and fitness offerings
- Increasing dining capacity, particularly in more casual areas of the clubhouse
- The development of a dedicated bridge/mahjong room
- Improving the acoustics
- Enhancing wellness, health, sports, therapeutic & beauty facilities & services
- Improved access and usage of the Western Terrace and Norman Brookes Room
- Establishment of a functional quiet space for work and studying purposes
- Increasing on-site member car parking
- Maintain capital investment for the ongoing maintenance of the clubhouse and Pavilion

Grounds & Property

- Progress the design and activation of Stage Two of the Grounds Enhancement Program, which focuses on the area from the Pavilion courts to the Bruce Street boundary
- Optimise the sustainable utilisation of our existing site and properties, ensuring their effective use

Court Surfaces

- Conduct a comprehensive review of court surfaces and potential options for the future aligned to Member expectations with consideration of cost/benefits, environmental and future sustainability

Dendy Park

- Deliver, monitor & report on the start-up operations of Dendy Park Tennis Club as a part of RSY operations
- Deliver Stage One of the Dendy Park Tennis Club redevelopment within budget and agreed timeframes
- Deliver future stages of the Dendy Park Tennis Club redevelopment as Government funds become available

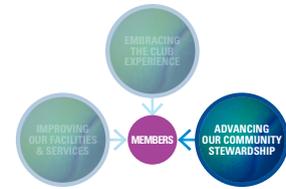


We are excited to take on the challenge of assisting the Club in securing incremental and complementary funding for key projects leading up to our 150th anniversary in 2034. I am pleased to confirm we have a tax-deductible structure and accountability measures in place to encourage Members to support and assist the Club in meeting our funding goals.



Rob Hinton
CHAIRMAN RSY FOUNDATION

Advancing Our Community Stewardship



Focus Areas

Strategic Planning

- Embrace accountability by aligning our actions and performance criteria with the Strategic Plan, enabling consistent decision-making to achieve positive outcomes

Governance & Finance

- Implement and maintain a best practice governance framework that contributes to a diverse, highly skilled and effective Committee
- Continually review and assess the financial, occupational health and safety and other regulatory requirements to proactively manage risks and opportunities
- Strive to generate a material operating cashflow surplus each fiscal year to fund ongoing capital improvements
- Uphold environmental and social expectations of Members, comply with regulatory authorities and continue to positively expand upon the Clubs sustainability and community initiatives already in place
- Broaden and refine our current revenue streams by encouraging incremental bequests and tax-deductible donations through the RSY Foundation to support the Club's various initiatives
- Explore potential avenues for new revenue streams and future club development
- Enhance the organisational and administrative structure to efficiently manage the Club's strategic direction, Membership and overall operations
- Refine safety practices and security measures within the clubhouse, Pavilion and site boundaries

- Regularly survey and provide avenues for feedback from Members, fostering transparency, to ensure effective and responsible Club management
- To continue to invest in technology that improves the Member experience, provides an infrastructure and processes that strongly protects data and privacy and is integrated across all areas of the Club for staff ease of use

Stakeholder Relations

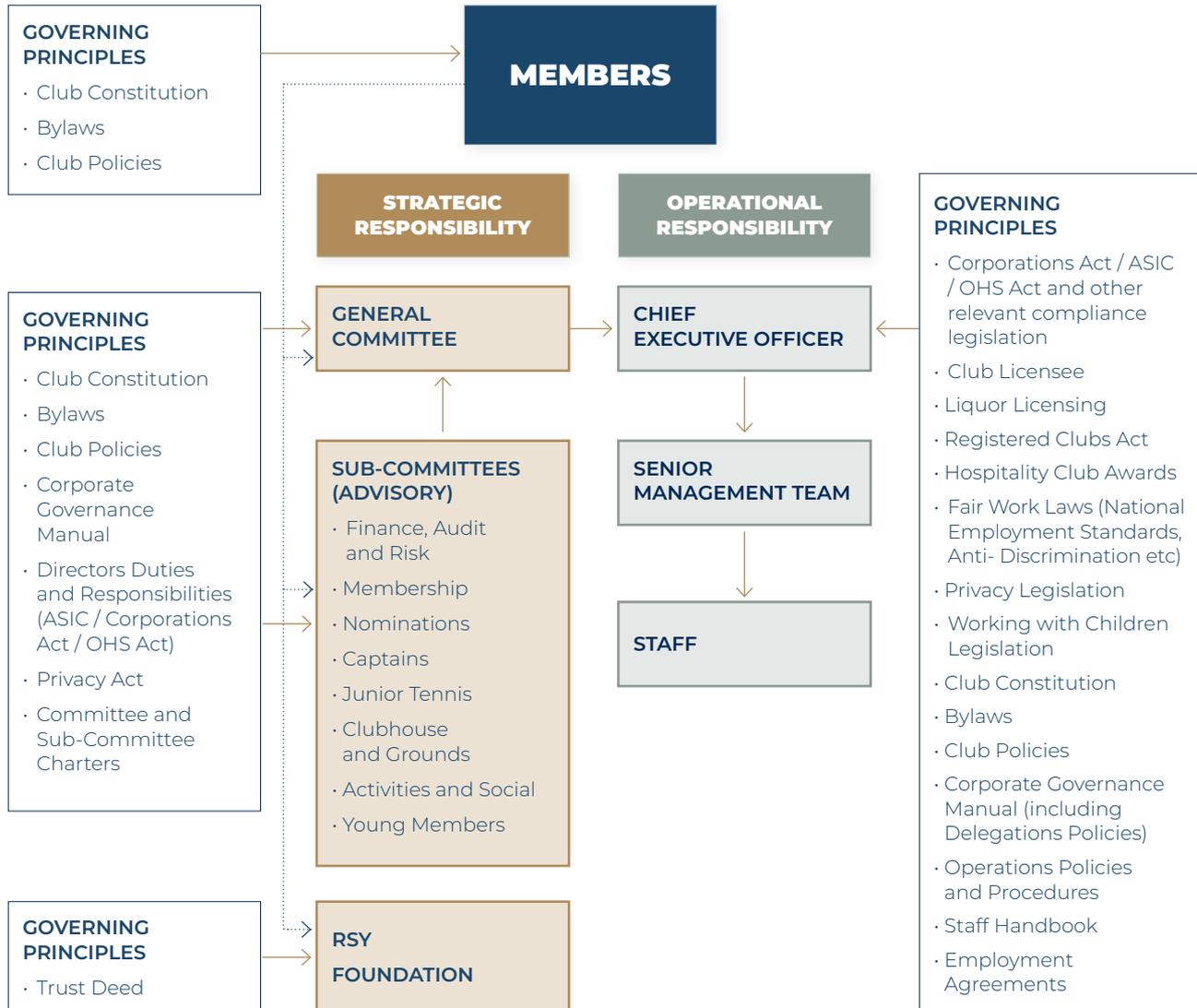
- Foster strong relationships with key stakeholders, both within and outside of the Club, to leverage their expertise, knowledge, and benefit to the wider membership, to accelerate our collective success
- As a leading tennis club, continue to support Tennis Australia, Tennis Victoria and the wider tennis community to strengthen participation in tennis and support the future sustainability of our sport

Marketing & Communications

- Enhance our communication processes to ensure every Member is well-informed, included, and feels valued
- Embrace the latest digital capabilities to elevate Member engagement and facilitate communication
- Build our Club's story by regularly capturing and sharing 'magical moments' from Members and stakeholders through our various communication channels, strengthening our sense of community and proud history



RSY Club Governance Model



“ Our operating model, healthy cashflows and strong balance sheet have established a robust platform. This will enable us to confidently deliver our Strategic Plan and, in collaboration with the activities of the RSY Foundation, to continue to invest in the Club for the benefit of current and future Members. ”

George Colman
TREASURER





Our Club

Please explore and experience our exceptional offering, conveniently located on-site, available every day throughout the year:

Sport

- **Tennis:** 12 En-Tout-Cas courts, 4 Har Tru courts, and 10 grass courts
- **Squash:** Two championship squash courts
- **Billiards and Snooker:** Two championship-size snooker/billiards tables
- **Expert Coaching:** Access to world-class tennis coaches, personal trainers, and experienced instructors for Bridge, Swimming, Aerobics, Yoga & Pilates
- **Table Tennis**
- **A Sports Pavilion** providing seating & a Pro Shop offering an extensive array of Club and general merchandise to support our sports offering within the Club

Hospitality

- **A warm and welcoming clubhouse** providing comfortable spaces for relaxation and socialising
- **Several dining areas** (both indoor and outdoor) offering a variety of culinary experiences, including our Courtyard Bistro and Members Dining Room
- **Como Room:** Capable of hosting up to 180 seated
- **Norman Brookes Room:** Capable of hosting up to 80 seated

Activities & Events

- **Bridge and Mahjong:** Social and competitive play
- **50 plus member events per year**
- **An active social calendar**

Wellness

- **Gymnasium:** A well-equipped gymnasium & free weights room
- **Fitness Studio:** A dedicated room for Pilates, Yoga, and warm-up exercises
- **Pool & Spa:** A 25-meter heated pool with spa facilities
- **Change rooms**
- **Sauna facilities**

Accommodation

- **Four x 1 or 2-bedroom serviced apartments** are available for Members and reciprocal guests for short stays

Dedicated Rooms

- **The Committee Room**
- **The Library**

Additional Member Benefits

- **Dendy Park:** Convenient access to Dendy Park for tennis and other activities
- **Reciprocal Rights:** Enjoy reciprocal rights access to a high number of leading affiliate clubs across the world through our reciprocal and Centenary Clubs network
- **Member Benefits Program**
- **Interstate & International Tours**
- **Interclub events**



As Members,
we are custodians of the
Club for today and future
generations.

Royal South Yarra Lawn Tennis Club

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