

2015.16 Mid Canterbury Tennis Association AGM

Tennis Canterbury Region Incorporated Report 2015.16

Tennis Canterbury Region Incorporated (TCR) has undergone significant change over the last 12 months. These areas of change include financial management, the organizational (staffing) structure, facility development, programming and affiliation reform.

Financial Management

TCR identified the need for improved financial performance of the organisation. The Finance and Audit Committee was established and is chaired by TCR Board Member Chris Bailey. This Committee was established to provide another level of accountability in regards to the management of TCR finances.

The implementation of this Committee, coupled with a more robust budgeting process, sees a projected \$55-60,000.00 surplus this year – an extremely encouraging outcome given a number of losses posted in recent years. This allows TCR to start to meet key recommendations around financial best practice in regards to the level of cash reserves organisations should have in relation to operational expenditure.

This is the first essential step in improving the financial sustainability of the organisation. Continued surpluses, over time, will allow for TCR to look at the services provided to Members (Clubs and Associations) addressing any deficiencies as well as 'tagging' funds to future development. It is important to note that there is still a lot of work to be done in relation to the long term financial management and sustainability of the organisation.

Organisational Staffing Structure

TCR has reviewed and changed its organisational structure. The purpose of this was two fold. Firstly the organisation needed to address its poor financial performance over an extended period. Secondly, TCR needed to ensure that the current staffing structure is improving TCR's ability to deliver the Strategic Plan.

As a result of this process TCR disestablished the Operations Manager and Finance and Administration Manager Roles. The Operations Manager role was replaced with two very specific new roles; the Tournaments Coordinator and the Competitions Coordinator. These coordinator roles have a simple, but very specific objective – namely, to deliver innovative programmes to both retain the current participants and attract new participants to the sport. The focus is 100% on the participant. Rosemary Hargraves and Chris Anderson were appointed to the Tournaments role and Hukaatai Hart to the Competitions role.

TCR outsourced some of the financial services to Sport Canterbury. Sport Canterbury offers this service to all sports, to assist in making sure financial best practice is met. This engagement with Sport Canterbury, has assisted TCR to improve its financial processes.

Finally TCR appointed a Marketing and Communication Coordinator, Barbi Larkins. Barbi comes from the Gough Group and has a strong marketing/ graphic design background. This role is designed to better market the sport and in turn increase profile and participation. This role has seen the establishment of a new website, improvements to TCR's social media platforms and the design of a new communications plan.

Facility Development

The redevelopment of Wilding Park saw the demolition of damaged buildings and the strengthening of the indoor tennis Centre, along with the refurbishment of the administration block / common areas. Whilst the redevelopment is managed by the Wilding Park Foundation (WPF), TCR does have a crucial role to play in how this process is managed – specifically in terms of minimising the impact on facility users and the wider tennis community.

The WPF continues to work with both the Christchurch City Council and 3 other sports around the Ngā Puna Wai Sports Hub Stage 1 design. Again TCR has been extremely active in the design phase of this development, as it will be the main user of this facility for tournaments and competitions.

Affiliation Reform

Affiliation reform continues to be addressed at Board level. The original 'Per Court' model was presented in a forum to the Members at the 2014/15 TCR AGM. Based on the feedback received the Board then investigated alternative models.

It is the aim of the Board to circulate a paper prior to the 2015/16 TCR AGM, and to follow this up with a forum at the AGM in regards to any proposed affiliation models.

The implementation of affiliation reform will not be a quick process. As it affects all the Members, it is essential that it be done right the first time.

Programming

TCR continues to directly fund the Tennis Hot Shots Tennis in Schools Programme in the Mid Canterbury Area. This programme sees the delivery to over 1,000 primary school aged children residing within the Mid Canterbury Association boundary. TCR has increased the level of funding to Mid Canterbury for the 2016.17 programme, despite the significant funding pressures this programme is under.

Mid Canterbury continued to enter Challenger teams in the metropolitan Interclub competition. Mid Canterbury continues to represent in representative teams including the Wilding Challenge.

Hamish Cain

General Manager

Tennis Canterbury Region Incorporated.