



BUSINESS PLAN

for

TENNIS SENIORS AUSTRALIA

2018- 2019

Prepared for: **Tennis Seniors Australia**

By: **Clive Wilkinson**

Financial Period: **14 January 2018 to 13 January 2019**

Updated: **4 January 2018**

COMMERCIAL AND IN CONFIDENCE

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THE ROLE OF THE TENNIS SENIORS AUSTRALIA BUSINESS PLAN

As part of its management responsibilities for Tennis Seniors Australia ('TSA'), the Executives (alternatively, the TSA Executive Committee) has prepared this **TSA BUSINESS PLAN** (known as 'the Plan') to guide the management and operations of TSA and its activities on a rolling 3-year basis. It also contains the proposed direction and focus areas for TSA in the ensuing twelve months, which will drive the day-to-day decision making. The TSA Executives will update the Plan as required in conjunction with the 'State Divisions' (this includes States and Territories), but it will be formally reviewed twice a year.

The Plan is the key guiding tool to aid growth in senior's tennis (over 35's) within the nominated period and act as the reference point for all future decisions that are made. It also acts as the basis for the management and governance of TSA and will enable us to realise the full potential of senior's tennis.

ACKNOWLEDGMENT

The annual Business Plan for Tennis Seniors Australia for the period 14th January 2018 to 13th January, 2019 is approved by the Executive Committee of Tennis Seniors Australia.

The 2018 - 2019 Business Plan was developed knowing the market conditions and the available financial and human resources to realise the goals contained within.

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

It is hereby acknowledged that this Business Plan was adopted on the 14 January 2018.



Clive R. Wilkinson

TSA Chairman / President

Date: 14 January 2018

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EXECUTIVE SUMMARY 2017-19

We started the year with a new TSA Executive. The previous President (Reg Trevaskis) and Vice President (Enid Besant-Ryan) had both completed their 5-year tenure, and so we thanked them both for their tremendous contribution to senior's tennis. Fortunately, the other members of the Executive stayed with Peter Froelich remaining as Treasurer, Pat Moloney as Secretary, Peter Dighton moving to Vice President, Leanne Scott joined the Executive and I took over from Reg as President.

2017 has been a transition year, moving from the old guard to the new, but still maintaining all of the great events that take place throughout the country. I would like to thank the State Divisions and Territories for running these events and for keeping member satisfaction as high as it is.

Our vision hasn't changed much from its inception in 1970. "*To encourage the playing of lawn tennis in the spirit it was first played — for the love and enjoyment of the game*". The court surfaces may have changed, but the sentiment hasn't! Membership numbers of the State Divisions have gone up, tournaments and events have continued to be well supported, our finances are in good shape, and we had some great results in the World Championship, punching far above our weight as Australian Teams have done for so many years. This year we had 24 World Champions across the Teams and Individual events, which is a tremendous achievement. Congratulations to every one of them and to all of their team mates who represented Australia in the most exemplary way.

It is fantastic to see our top players do so well and we will continue to support them, but our major focus has been and will continue to be on the 95% of Tennis Seniors who may not be at a level where they are competing for a spot in the Australian Teams or chasing ITF points, but support the TS events week in, week out whether they be a small tournament in a country town to the more prestigious ITF events such as Oceania at Kooyong. They volunteer for committees and help wherever and whenever they can. Most are not interested in the World Rankings, but far more in the Australian Rankings that Gail Bates manages so well, to see how they are doing against their fellow country men and women.

Times are changing, and we need to continue to change with them. The requirements of the younger generations for tennis are different from the more senior players. They are time-poor, they want real-time access to information and they are growing up in an era where volunteering is not as common as it was when many of us were younger. Across the States and Territories, people are not queueing up to be on committees, so we are very fortunate that many of our committee members are willing to stay on longer than they had planned, but this will not last forever. We need to move closer to our major sponsor, Tennis Australia and their Member Associations as we can leverage their resources and they can use Tennis Seniors as their showroom to entice 35+ tennis players to play the game that has given all of us so much and to work closer with the local communities and clubs.

It is an honour and a privilege to be the President of Tennis Seniors Australia and I thank everyone of you for your encourage and support. I would also like to take this opportunity to thank my fellow TSA committee members for their hard work, advice and guidance and to the State and Territory Committees for buying in to the 'One Team' concept where everyone can leverage the great things that they individually do.

TENNIS SENIORS AUSTRALIA HISTORY

The TSA story begins with Mr John P Young, a man well known in tennis circles in Victoria over many years. In 1969 he visited Wimbledon as the Australian delegate to meetings of the Davis Cup nations and the International Lawn Tennis Federation and participated in veteran's senior men's doubles events.

At a meeting with the Veterans Lawn Tennis Club of Great Britain the idea of a veteran's tennis movement in Australia was born. It follows that on 11 February 1970 a committee was formed with a plan the launch of the Veterans Lawn Tennis Club of Australia with the theme *"to encourage the playing of lawn tennis in the spirit it was first played — for the love and enjoyment of the game"*.

It is recorded that on Saturday 13 March, 1970 the first Veterans Invitation Tennis Tournament was held at the Albert Ground, Queens Road, Melbourne with the winners, P. Strugnell and G. Hosch.

On the 16 March 1970 the Lawn Tennis Association of Australia approved the establishment of the Veterans Lawn Tennis Club of Australia and at its first official function on Wednesday, 25 March 1970 the trophies were awarded to the winners of the first Veterans Invitation Tournament.

A veteran's challenge match was held on the 11 April 1970 between the Kooyong Club (The LTA of Victoria) and the Royal South Yarra Tennis Club, however the outcome of this event is unknown. The first AGM of the Veterans Lawn Tennis Club of Australia was held on the 13 May 1970 at the home of Geoff and Veronica Brown during which the club's Constitution and certain rules were approved.

The first National Veterans Titles were held in Canberra in 1971 and attracted a large field of over 200 entries including former Davis Cup players Dinny Pails, Geoff Brown and Mervyn Rose.

In 1973, Australia entered a team in an overseas competition for the first time in the Dubler Cup. The team of Jim Gilchrist, Bob Howe, Frank Sedgman and John P Young was victorious and returned to Australia with the trophy. 43 years later, the Australian Teams returned from the World Championships with 21 Gold Medals!

During the following years, all Australian States and Territories formed their own Associations and currently there are over 3,600 active members in Australia.

Internationally the growth in veteran's tennis has been enormous over the last 40 years. Under the control of the ITF, veteran's tennis is now played in more than 45 countries worldwide. There are over 250 major veteran's tournaments played each year and 20 International Team competitions.

Over the years, the title for players over the age of 35 years has changed several times reflecting current trends. From "Veterans" it changed to "Vets" and changed again to "Senior's" as it is believed that "Senior's" is an internationally understood title. Australia officially renamed the movement as "Senior's" in September 2005.

TENNIS SENIORS AUSTRALIA VISION & MISSION

Vision

Our vision is the same as it was when Tennis Seniors started in 1970, as the Veterans Lawn Tennis Club of Australia with the theme, *“To encourage the playing of lawn tennis in the spirit it was first played — for the love and enjoyment of the game”*.

Today, we would like Tennis Seniors Australia to be regarded as the major contributor to increasing the participation of tennis players in all 35+ age categories across Australia. Our core offering is to run great tournament in Australia, which will continue to be the case, but our target audience is larger than previously focused on. We will focus on promoting tennis to the following 4 types of players:

- *Players who are not confident or capable enough to join a Tennis Club. TSA will work with TA to support strategies and programs that attract and retain more 35+ players. This will be a year 2 or 3 initiative once we have carried out the due diligence with Tennis Australia.*
- *Current club players who may be capable enough to play in ITF / Senior's events, but have not done so to date.*
- *Tournament standard players to play more tournaments in Australia and around the world.*
- *Elite players to encourage them to get back into tennis or to play more.*

Mission

Our mission is to get more over 35's players playing tennis (all standards) and to promote a healthy lifestyle through tennis programs and tournaments (fun and competitive), throughout the year. It is also to provide social interaction opportunities to make it as enjoyable off the court, as it is on. This will be delivered seamlessly through the TSA Executive and the State Divisions, working as 'One Team'. Underpinning our mission will be a stable financial base and a strong working relationship with Tennis Australia and their Member Associations where all parties see enormous benefit from working together.

REGULAR TSA ACTIVITIES & EVENTS

There are many regular TSA events that take place every year. They include:

- **Australian Carnival and Individual Championships** – This is an annual event that is run over two weeks in January. It provides both a Team competition (WK1) and an individual Championship (ITF 'A' event) offering singles, doubles and mixed competitions, in week two. The location moves each year from state to state. In 2018 it is in QLD and in 2019 hosted by NSW in Shepparton.
- **State / Territory Championships** – Each of the States and Territories (except Northern Territories) run their own championships. Players from other States and Territories can play in these events, but a large percentage of the players naturally come from the home base. Traditionally they are run over 4 days in the following months:
 - ACT Championships – March / April (Easter)
 - QLD Championships – June / July
 - NSW Championships – September / October
 - WA Championships – October
 - VIC Championships – November
 - SA Championships – November
 - TAS Championships - November
- **Oceania Regional Seniors Tennis Championships** – This is recognised as one of the leading tournaments in the Asia Pacific Region. It is an ITF 'RC1' event run at Kooyong (Melbourne) in March.
- **Australian Teams for the World Championships** – Australia enters men's and ladies' teams (teams of four) in each of the 3 age categories, namely, Young Seniors (35-49), Seniors (50 – 64) and Super-Seniors (65 and above). Traditionally Australia has done very well, with many World Champions!
- **TSA Local Tournaments** – The State Divisions run many local and country tournaments that are open to any TS member. They are a lot of fun and are normally run over 2 or 3-day weekends. Most of those tournaments have about 100 entries, however some have considerably more, such as Forster, NSW that regularly gets >350 in August each year.
- **Annual General Meeting (AGM)** – This is held in mid-January at the end of the Australian Carnival (this year on 11th Jan 2018) in Gold Coast, Queensland. It includes the TSA Executive Report, the Financial Report and the Election of Officers for both the TSA Executive and the Selection Committees. In addition, it also covers items of interest at that time.
- **'Facebook Updates'** – This is a popular way of using social media to keep everyone informed of Tennis Seniors activities.
- **TSA Website** – Enables the wider community to see what is happening in TSA and to encourage them to get involved. It is a valuable tool for increasing the profile of TSA and providing an opportunity to partner with companies in terms of promotion and sponsorship and to grow participation.

TSA MEMBERSHIP & FEES

Membership in Tennis Seniors is through the State Divisions (i.e. Tennis Seniors Australia does not have any members). Overall membership numbers have increased by 9%, but many of the States saw a reduction in their numbers as reflected in the table below. This needs to be addressed in 2018/19.

State Division	2000	2012	2013	2014	2015	2016	2017	AGM Delegates
TSNSW	633	743	890	1,397	1,412	1,450	1,424	7
TSACT	211	149	155	135	159	158	149	3
TSSA	648	514	571	663	631	587	750	5
TSV	573	314	307	407	440	507	448	4
TSQ	1,371	532	482	615	606	573	637	4
TSWA	1,021	428	401	423	376	376	353	3
TTAS	114	-	-	90	90	40	61	1
TSNT	34	-	-	-	-	-	30	2
Total	4,605	2,680	2,806	3,730	3,714	3,691	3,852	29

Note: The figures shown are for membership numbers as at 30th June in the year shown in the column heading, except for WA, which is at 30th April.

There are currently over 200,000 registered tennis players over 35 years of age in Australia, so our target audience is enormous in comparison to our current numbers. With the right offering(s) and the right support we could easily increase our numbers by ten-fold (i.e. 20% of target audience). However, this will not happen unless we move closer to our major sponsor, Tennis Australia and their Member Associations.

TSA are totally aligned with TA's goals, so we will continue to work closely with them as we can both gain enormously from the joint relationship.

Membership Fees

There are two ways that the State Divisions fund TSA. First option is through a Registration Fee of A\$12 pa, per member, which currently QLD and WA adopt. Alternatively, the other State Divisions (i.e. NSW, ACT, VIC & SA) and Tennis TAS have opted for a 'Pay for Play' (PFP) approach to encourage more new members, whereby the State Division pays A\$2.00 to TSA for each event a player enters (i.e. if they enter 3 events in a tournament, they pay A\$6.00). Payments are made by the State Division to TSA for which they receive an invoice / receipt. TSA is not registered for G.S.T. therefore we do not charge GST on our invoices.

TSA S.W.O.T. ANALYSIS

The following 'S.W.O.T.' analysis enables us to assess our strengths, weaknesses, opportunities and threats to be able to develop the right strategies to further enhance TSA.

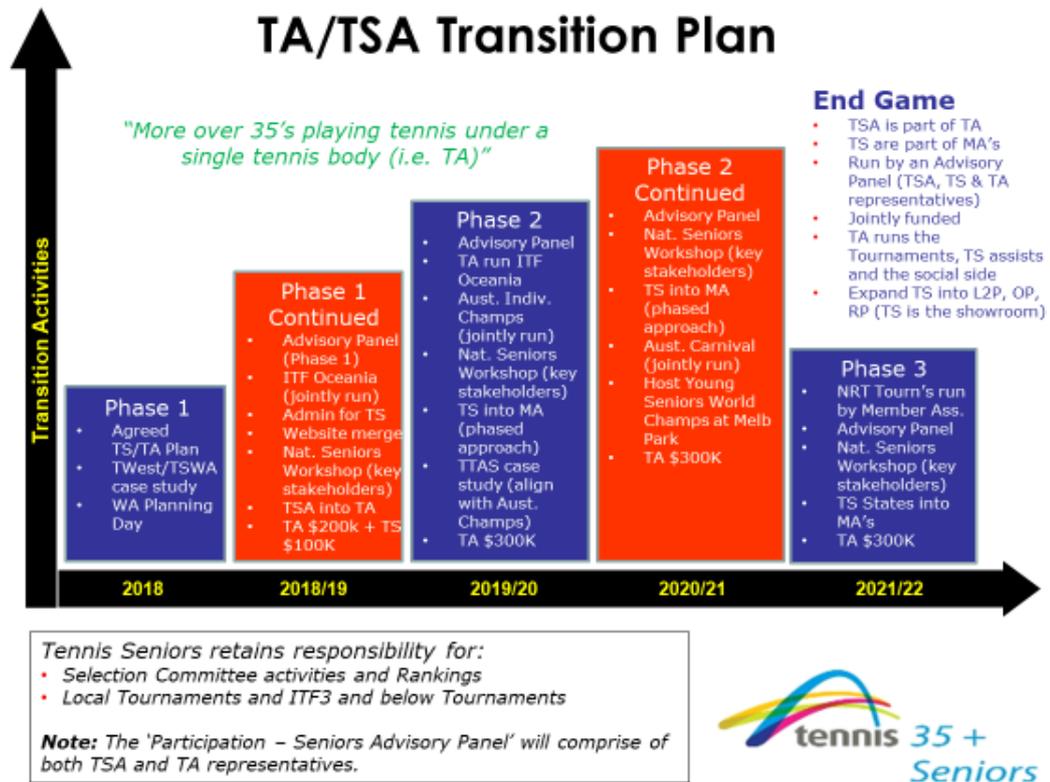
Strengths	Weaknesses
<ul style="list-style-type: none"> • TSA's camaraderie & culture • TSA 35+ brand ('Tennis Seniors' name is an impediment) • Financial viability (\$1M across TS & TSA) & stability • The opportunity to play for Australia in the World Champs • 20+ World Champions • Committed TSA Executive and State Divisions • TA relationship (operational / tactical) • ITF relationship • 92Computing support (S. Longworth) • TS run high quality tournaments (inc. Oceania and the Australian Carnival & Individual Championships) • TSA website & social media following • Strong Constitution 	<ul style="list-style-type: none"> • Reliant on volunteers (getting harder to secure) • Lack of automated systems & processes • Limited access to senior's data • Limited access to the tennis clubs and their members • Lack of formal planning with TA • Cost of travel & accommodation to support tournaments in other states • Low membership numbers in the 35-45 age groups • Low participation in tournaments in the 35-45 age groups, especially women • Ability to secure sponsorship
Opportunities	Threats
<ul style="list-style-type: none"> • 200,000+ registered over 35's tennis players in Australia • TSA membership growth (+10%) • State Divisions become 'One Team' instead of individual silo's • Expand relationship with TA to leverage their systems, data, processes and resources and expand participation • Build stronger relationships with TA's Member Associations • Leverage money held in the TSA and State Division bank accounts to support new programs or charities • Closer alignment to TA's goals • New TSA Executive to become the vehicle for change • Work with TA on new initiatives such as 'Hot Shots for Adults' • Showcase the performances in the TS World Championships (e.g. Glen Busby, Ros and Leanne etc) 	<ul style="list-style-type: none"> • State Divisions working as independent bodies not proactively sharing information • Do not get Young Seniors coming through as the Super Seniors numbers reduce, due to age • Resistance to change, especially the older members • A perception that we only exist to service elite players • Members only seeing TS as a set of tournaments as opposed to a vehicle to increase the participation in tennis • Transitioning TSA under TA may be seen as a negative due to history and 'Big Fish' syndrome • Divide between the elite players in TS and the rest of the TS members (i.e. 2% vs 98%) • Globally the ITF and Tennis bodies are reducing their financial support to Tennis Seniors

THREE-YEAR STRATEGY

Our mission is, *“To get more over 35’s players playing tennis (all standards) and to promote a healthy lifestyle through tennis programs and tournaments (fun and competitive), throughout the year. It is also to provide social interaction opportunities to make it as enjoyable off the court, as it is on. This will be delivered seamlessly through the TSA Executive and the State Divisions, working as ‘One Team’. Underpinning our mission will be a stable financial base and a strong working relationship with Tennis Australia and their Member Associations where all parties see enormous benefit from working together.”*

This is the basis for the rolling Three-Year Strategy (2017-2019). The key objectives to achieve this mission / goal are as follows:

Objective #1 <i>“Align Tennis Seniors with Tennis Australia and their Member Associations.”</i>	Objective #2 <i>“Have the individual states working as ‘One Team’ to leverage ideas, experience and resources.”</i>	Objective #3 <i>“Increase total membership in TS from 3,691 to 5,000 by 13/1/19 Ultimately 40,000 within 5 years.”</i>	Objective #4 <i>“Provide financial stability to enable existing and new programs to be funded.”</i>
Strategies (to achieve Obj. #1) <ul style="list-style-type: none"> • Have TA attend TSA Exec and P&S meetings and TSA Exec to attend there’s. • Monthly conf. call (1 hour) with Travis Atkinson & Bruce Osborne to discuss issues & opportunities. • Develop a TSA/TA Integration Plan. • Align TS States with the Member Associations. 	Strategies (to achieve Obj. #2) <ul style="list-style-type: none"> • Regular communication between Presidents, Secretaries & the TSA Executive to discuss current issues & opportunities. • Incorporate TA and the Member Associations into our ‘One Team’ approach. 	Strategies (to achieve Obj. #3) <ul style="list-style-type: none"> • Work with TA to support strategies and programs that attract and retain more 35+ players. • Refine & execute the TSA Comm’s Plan to go out to the clubs, media & tennis bodies. • Provide flexible tournaments to satisfy both competitive and social players. 	Strategies (to achieve Obj. #4) <ul style="list-style-type: none"> • Build a Financial Plan with the divisions to fund initiatives out of existing cash reserves. • Leverage TA’s systems, data, processes and resources to reduce our costs and time.



Return on Investment (subject to budgetary approval)

- **Year 1:**
 - \$200K from TA, \$100K from TS
 - Fund an Admin person to support Participation – Seniors which TSA is a major part
 - Increase support of TS Teams at the World Champs (per player funding up from \$1K to \$2K. Budget increased from \$80K to \$160K)
 - Travel & Expenses to support transition (to be agreed)
- **Year 2 and Beyond:**
 - \$300K p.a. from TA
 - Fund an Admin person to support Participation – Seniors which TSA is a major part
 - Increase support of TS Teams at the World Champs (per player funding up from \$2K to \$3K. Budget increased from \$160K to \$240K)
 - Support TS ITF Tournaments
 - Travel & Expenses to support transition (to be agreed)

ANNUAL GOALS, TARGETS AND TACTICS

There are many things to do in TSA, but we need to be focused, so the initial focus will be on the following initiatives.

Target 1 – Align Tennis Seniors with Tennis Australia and their MA’s where all parties benefit enormously from the relationship.

No	Tactics	By When	Owner
1	<i>Develop and agree the TSA/TA Integration Plan.</i>	28/2/18	<i>Clive Wilkinson, Travis Atkinson</i>
2	<i>Develop a Case Study for the TWEST/TSWA integration and run a TA/TSWA/TSA Planning day.</i>	31/3/18	<i>Clive Wilkinson, Travis Atkinson, Paul Moss</i>
3	<i>Form a ‘Seniors Advisory Panel’ made up of TA and TS/TSA representatives.</i>	30/4/18	<i>Travis Atkinson</i>

Target 2 - “Have the individual states and Tennis Australia working as ‘One Team’ to leverage ideas, experience and resources.”

No	Tactics	By When	Owner
1	<i>Bi-monthly conference call (1 hour) for Presidents, Secretaries, TA & the members of the TSA Executive to discuss current issues & opportunities.</i>	14/1/18	<i>Pat Moloney</i>
2	<i>Gain agreement from the TS State Presidents to the TSA Business Plan and organise meetings with the CEO’s of the TA Member Associations.</i>	30/6/18	<i>Clive Wilkinson</i>

Target 1 - Increase the current membership base from 3,691 members to 5,000 members by 13th January 2019.

No	Tactics	By When	Owner
1	<i>Refine and execute the TSA Communication Plan to promote TS to the tennis clubs in Australia through the State Divisions.</i>	28/2/18	<i>Leanne Scott</i>
2	<i>Develop a plan, by state to increase membership numbers.</i>	30/4/18	<i>TS Executive & TS Presidents</i>
3	<i>Work with TA to support strategies and programs that attract and retain more 35+ players.</i>	30/6/18	<i>Leanne Scott</i>

TSA MANAGEMENT

TSA STAFF

The staffing of TSA is done mainly on a voluntary basis, whereby the Executive Committee (Board of Directors), State Divisions and the Selection Committees provide their time and knowledge, free-of-charge. In addition, we leverage many of the TSA members who have a broad range of skills, expertise and experience, which we draw upon to undertake projects from time to time.

TSA Executive Committee:

- Clive Wilkinson – President and Chairman
- Peter Froelich – Director & Treasurer
- Pat Moloney – Director & Secretary
- Leanne Scott – Director & Committee Member
- Di Cassel – Director & Committee Member
- Ian Worland – Director & Committee Member

The TSA Constitution requires that the President and Vice President are both limited to 5-year terms. The Executive will decide on a Vice-President in due course.

State Divisional Presidents:

- TS NSW – Mick Bruton
- TS ACT – Graham Smith
- TS SA – John Haren
- TS VIC – Paul Kleverlaan
- TS QLD - Gail Bates
- TS WA – Paul Moss
- TS NT – Alan Buckingham
- TTAS – Currently has no President

TSA Selection Committee:

The Selection Committee structure has changed this year. We have moved away from having three distinct groups (i.e. for Young Seniors, Seniors and Super-Seniors) to two groups. A men's group covering all age groups and similar for the ladies. The Selectors are as follows:

Male Selectors:

- Jarrod Broadbent (VIC), David Evans (QLD), Andrew Rae (VIC), Alan Walsh (NSW), Gim Kurti (VIC), additional Selector tbc

Female Selectors:

- Kerry Cyprien (QLD), Di Cassel (NSW), Narelle Raftery (ACT), Karen Pearce (QLD), Kerry Ballard (NSW), additional Selector tbc

TSA Convenor:

- Enid Besant-Ryan

TSA RELATIONSHIPS

For TSA to achieve our stated goals, we need to have multiple relationships with our key stakeholders. Those relationships are shown below:

- **TS State Divisions**
 - TSNSW, TSACT, TSVIC, TSQLD, TSSA, TSWA, TSNT
 - TS Members
 - Luke Lehmann - Tennis TAS
- **TS Selectors covering all age categories:**
 - Young Seniors (35, 40, 45)
 - Seniors (50, 55, 60)
 - Super Seniors (65, 70, 75, 80, 85)
- **TS Support**
 - Enid Besant-Ryan – Teams Coordinator
 - Gail Bates – Ranking Coordinator
 - Steve Longworth – Tournament Manager
 - Ian Somers – Webmaster
- **Tennis Australia (TA)**
 - Travis Atkinson – Manager Participation Operations
 - Bruce Osborne - Seniors & Oceania Partnerships Manager
 - Paul Cammack – Director Participation
 - Korey Allchin – Head of Partnerships / Sponsors
 - Rhys Harrison – Integrity Officer
 - TA Member Associations (TNSW, TQLD, TVIC etc.)
- **International Tennis Federation (ITF)**
 - Bruce Osborne – TA Rep to the ITF Seniors Committee
 - Hayley Iveson – Coordinator, Seniors Tennis
 - David Smith & Richard Breen - Oceania Tennis Federation

Note: TSA will appoint a Patron during the first half of 2018.

TSA FINANCIAL MANAGEMENT

Summary of financial results for the years ended 30 September

Operating Statements	<u>2017 year</u> Actual \$	<u>2016 year</u> Actual \$	<u>2015 year</u> Actual \$	<u>2014 year</u> Actual \$
Income:				
Affiliation/divisional fees received	13,488	13,392	14,556	22,312
Participation (PFP) fees received	10,110	7,896	7,348	6,953
Total received from Divisions	23,598	21,288	21,904	29,265
Carnival/Aust. championships (net)	23,793	25,507	18,781	19,593
Oceania Regional (net)	913	6,759	7,075	3,381
Australian clay courts	-	-	-	-
National closed income	500	228	216	-
Tournament income prepaid	4,445	-	-	-
Total tournament income (net)	29,651	32,494	26,072	22,974
Sundry income	200	-	-	-
Interest received	2,880	2,960	3,461	4,316
Sponsorship	-	-	-	-
	56,329	56,742	51,437	56,555
Expenses:				
Office expenses	2,354	4,100	3,998	4,115
Depreciation	1,023	1,235	1,263	3,302
Executive honoraria	6,000	9,000	9,000	6,750
Contract payments	4,500	-	-	-
Tournament expenses	-	4,445	-	-
Sanction fees	9,001	8,836	8,181	6,232
Promotion costs	2,558	3,282	5,069	6,123
Meeting/travel expenses	20,605	22,108	20,742	19,448
ITF teams	833	2,110	1,625	1,450
Sundry expenses	2,100	1,556	1,284	1,262
	48,974	56,672	51,162	48,682
Surplus (deficit) for year	7,355	70	275	7,873
Statement of financial position at	<u>30/09/2017</u>	<u>30/09/2016</u>	<u>30/09/2015</u>	<u>30/09/2014</u>
	\$	\$	\$	\$
Assets:				
Cash at bank and in term deposits	127,250	118,872	113,048	122,657
Office equipment at w/down value	1,126	2,149	1,414	819
Prepayments	-	-	6,489	-
Receivables	-	-	-	-
	128,376	121,021	120,951	123,476
less: Liabilities/provisions	-	-	-	2,800
Accum. surplus at financial year end	128,376	121,021	120,951	120,676

Finance

The accounts for the year ending 30 September 2017 reflect an operating surplus of \$7,355. This compares with a surplus of \$70 in the previous year. The major items contributing to this change from 2016 were the management of our expenses, they included:

- Meeting and travel costs were down by \$1,503.
- Office expenses were down by \$1,746.
- Executive honoraria were down by \$3,000.
- ITF Teams fees were down by \$1,277.

At 30 September 2017, TSA had an accumulated surplus of \$128,376. A summary of the financial results is included in this report. The TSA audited financial report for the year to 30 September 2017 is provided to all Divisions.

TSA BUSINESS PLAN SIGN OFF SHEET

This Business Plan has been approved and signed off by the following people on behalf of their member associations.

Organisation	Name	Signature
Tennis Seniors Aust.	Clive Wilkinson	
Tennis Australia	Paul Cammack	
TSQLD	Gail Bates	
TSNSW	Mick Bruton	
TSACT	Graham Smith	
TSVIC	Paul Kleverlaan	
TSSA	John Haren	
TSWA	Paul Moss	
TSNT	Alan Buckingham	