



Domain Tennis

Where Hobart plays



2023 - 2024
ANNUAL REPORT

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Acknowledgement of Country

We acknowledge the Muwinina people of Nipaluna/Hobart as the traditional custodians of the country and their connection to land sea and community. We pay our respects to their elders past and present and recognise that Australia is home to the oldest cultural tradition in the world.



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ABOUT DOMAIN TENNIS CENTRE

WHO WE ARE

The Domain Tennis Centre is Tasmania's premier tennis facility, established on its present site in 1964 after moving from Creek Road, New Town. The Hobart City Council owns the site which is leased to the Domain Tennis Centre. The Domain Tennis Centre is governed by its constitution through a Board of Management.

OUR MISSION

Bringing community, health, and wellness through tennis to all.

OUR VISION

As an inclusive community facility for all, it is our responsibility to:

1. To encourage the playing of tennis in the spirit of friendship and enjoyment while focusing on the health and wellness of participants;
2. To build resilient and supported people and centre stakeholders; and
3. To be a leading tennis facility in Australia.

BOARD OF DIRECTORS

President

David Zerna

Vice-President

Danny Veis

Treasurer

Sharon Smith (until June 2024), Eileen Smith (from June 2024)

Board Members

Darren Jones

Eileen Smith

Richard Atkins

Public Officer

Edward Bouchier

KEY VALUES

- Respect
- Integrity
- Enjoyment
- Quality
- Inclusion
- Sustainability

LIFE MEMBERS

Enda Burrow

Ian Murtagh

C. Ades S. Page

Theo Alexander

Viv Holloway

Sybil Vinen

Benn Rafferty

Hazell Turner

Audrey Hill

Arthur Mathews

Graham Lamphee

Gillian Anderson

Michael Burke

David Tunbridge

Barry Titmus

Chris Fyshe

Jon Aufder-Heide

DOMAIN TENNIS CENTRE TEAM

General Manager - Edward Bouchier

Development Officer - Rosie Murphy

Food and Beverage Manager - Sharon Smith

Coaching Team - Yeoh Kean Wah, Catherine Krueger, Nick Martin

Groundskeeper and Maintenance Officer - David Canham

Casual Staff - Teresa Beckett, Rebecca Zirk, Hannah Sheers, Olivia Hood, Olivia Maskell, Abi Mason, William Green, Max Willis, Iris Bouwmeester, Lucy Bouwmeester, Lucas Dooley, Andreas Tsiakis, Cathy Peroni, Pratik Sapkota, Taran Corrigan-Greaves, Andrew Barrenger & Edison Lee



PRESIDENT'S REPORT

I am pleased to present the 2024 President's Report for the Domain Tennis Centre (DTC), a year defined by exceptional growth, operational advancements, and a strengthened commitment to our strategic objectives. As Tasmania's premier tennis facility, we have continued to solidify our position as a leader in the sporting community, delivering value to our members, partners, and stakeholders. This report outlines our key achievements, financial performance, and strategic direction as we build on the momentum of a remarkable year.

2024 marked a year of unprecedented growth for the DTC, aligned with our strategic goal of expanding participation and engagement across all levels of tennis. We achieved a 25% increase in coaching program participants, welcoming over 10,000 individuals to a diverse range of offerings, from junior and adult lessons to social and competitive pennants. This growth was driven by the successful integration of our coaching and food and beverage operations, which has enabled us to deliver a seamless experience for members and visitors alike.

We remain committed to providing clear pathways for all players, with a focus on growing the sport among juniors and families. This has not only enhanced our coaching revenue but also positioned the DTC as a critical touchpoint for introducing new players to tennis, which is essential for sustainable long-term growth.

A major pillar of our success this year has been the continued investment in facility improvements. Recognising that the quality of our infrastructure is key to maintaining our competitive edge, we have strategically allocated resources to enhance the member and visitor experience. Significant upgrades include the installation of LED lighting on Centre Court and across our clubrooms, a move that has reduced our electricity costs by 44% and aligns with our commitment to sustainability.

These improvements have been essential in maintaining our position as a premier tennis venue capable of hosting high-profile events such as the Hobart International, while also ensuring that our facilities meet the day-to-day needs of members and the broader community. As part of our strategic plan, we will continue to focus on addressing long-term maintenance issues and upgrading key areas of our site to support future growth.

Financially, the Domain Tennis Centre has performed exceptionally well, demonstrating both resilience and strategic foresight. We achieved a 52% increase in trading income, largely driven by our expanded food and beverage (F&B) services and growing coaching programs. This resulted in a net surplus of \$38,444, a strong indicator of our financial health and ability to reinvest in our future.

Our capital expenditure for the year totalled \$76,000, primarily focused on infrastructure improvements that support our long-term growth strategy. Importantly, these investments were made without compromising our cash position, which increased by 27% compared to the previous year. The balance between operational efficiency and strategic investment has been key to our financial success, allowing us to remain agile in a competitive market.

Looking ahead, our financial strategy will continue to prioritise sustainable growth. We plan to further diversify revenue streams through increased event hosting, expanded F&B offerings, and the introduction of new racquet sports such as pickleball and Padel, supported by the Active Tasmania grant we secured this year.

Our growth this year has been underpinned by strong partnerships and an unwavering commitment to community engagement. The successful collaboration with Tennis Australia, Hobart City Council, and the Tasmanian Government has been instrumental in securing key grants and driving infrastructure improvements. The \$470,000 in grants received this year has enabled us to invest in additional courts and facilities, ensuring that the DTC continues to meet the growing demand for tennis and other racquet sports.

Community partnerships have also been a critical component of our strategic focus. Through initiatives like our collaboration with Reclink, we have provided access to tennis for disadvantaged and vulnerable groups, delivering 46 sessions and creating over 300 participation opportunities. These efforts are directly aligned with our mission to bring health, wellness, and community through tennis, while also broadening our reach and impact in the Tasmanian community.

In addition, our focus on expanding corporate partnerships and sponsorships has yielded positive results, with several new sponsors joining the DTC this year. This has provided additional resources to support our programs and events, further enhancing the value we offer to our members and the community.

As we look to the future, the Domain Tennis Centre is well-positioned to capitalise on the strong foundation built over the past few years. Our strategic vision for 2025 is clear: to continue growing participation, improving our facilities, and delivering financial sustainability. With the upcoming 60th anniversary of the DTC and the 30th anniversary of the Hobart International, we have unique opportunities to elevate our profile and showcase our capabilities on both a national and international stage.

In closing, I would like to express my gratitude to our Board of Management, staff, volunteers, members, and partners for their unwavering support and dedication throughout 2024. The success we have achieved this year is a direct result of our collective efforts, strategic focus, and commitment to delivering value to our members and the broader community.

As we move forward into 2025, we remain focused on leveraging the strengths of the Domain Tennis Centre to achieve sustainable growth and long-term success. With our robust strategic plan, strong financial position, and a dedicated team, the future of the DTC is bright, and I am confident that we will continue to thrive as Tasmania's premier tennis destination.

David Zerna
President,
Domain Tennis Centre – Where Hobart Plays

GENERAL MANAGER LETTER TO MEMBERS

The Domain Tennis Centre (DTC) is one year into a comprehensive overhaul of its business strategy, which included the integration of the previously independent Tennis Coaching and Food and Beverage (F&B) operations. I am pleased to report that the club continues to develop and improve across various metrics.

Our commitment to the community remains steadfast, as we strive to create a stronger, more inclusive tennis environment for the Tasmanian tennis fraternity. Over nearly five years, our consistent adherence to key principles and strategies (see Responsible Business Platform on page 13) has driven sustainable organic growth and promoted the proper management of our club. The outline on page 19 of this Annual Report details our performance results, illustrating how we have grown our club and how we plan to secure its future.

The DTC is a healthy and thriving club. Few clubs in Australia have experienced the growth we've seen in the last five years. As the premier place to play tennis in Tasmania, we take our role seriously as guardians of this great sport. We provide pathways for all levels of players, with a particular focus on those new to, or returning to, tennis. This is key to growing our sport in a world where people have more leisure time choices than ever before.

This growth is evident in our coaching programs. In FY24, more than 8,000 people participated in a mix of group and individual lessons, and we expect this number to exceed 10,000 in FY25. Many of these players represent the future of our sport and club, both juniors and adults.

The DTC has a window of opportunity over the next 2-3 years to build on the strong foundation we've developed. With our business strategies, processes, people, policies, and systems in place, now is the time to capitalise on this foundation and foster further growth.

Looking ahead, the DTC will celebrate its 60th year on the Queens Domain site December 22, 2024. This significant milestone will be celebrated with the launch of a Commemorative Book developed by Eileen Smith and the DTC will also be hosting a club 60th anniversary celebration on November 2, 2024.

In addition, the Hobart International WTA event will celebrate its 30th anniversary in January 2025. As one of only three WTA events in Australia, the DTC has a unique opportunity to host such a prestigious event—a privilege we should be extremely proud of and embrace as a club. The Hobart International presents challenges in terms of facility investment, member access, and financial priorities, but it also offers significant, financial, grant funding, social and repetitional benefits.

The strength of the Domain Tennis Centre has allowed us to always be there for our members and the tennis community - growing participation in our great sport - this strength has allowed us to continually invest in our facility, programs and services”

Balancing these priorities has been a key focus, and I believe we have struck a good balance. For the first time, through negotiations with Tennis Australia, we secured access to courts 1-5 during the two-week event, allowing us to continue club activities, including social tennis, court hire, school holiday camps, coaching, and leagues. This leadership will be crucial as we continue to balance major events with community needs.

We have come a long way in the past five years, building a strong foundation through the management of all tennis programs and F&B services. With these elements in place, the future and prosperity of OUR CLUB are in our hands to nurture and grow together.

There are many positive stories about the DTC's recent progress, and even more opportunities for continued growth, particularly through the development of juniors and families, and by continuing to build our community. The DTC is a place for everyone, and we welcome all on this journey.

Finally, the foundation of our achievements lies in our people, whose hard work, loyalty, and high standard of excellence has contributed so much to our success. I extend my gratitude to everyone involved —team members, DTC Board members, volunteers, members, and key stakeholders, including Tennis Australia, Hobart City Council, and the Tasmanian Government. By continuing to work together, we can all look towards a future in which our current growth and successes can be sustained.

Happy Tennising,

Edward Bouchier



General Manager
Domain Tennis Centre



FINANCIAL YEAR 2024 OVERVIEW

FY24 marked the first full year of several new staffing initiatives, including coaching, food and beverage (F&B), and groundskeeping. Total revenue reached \$946,326, reflecting a 51% increase compared to FY23, which itself saw a 50% rise over FY22.

The DTC implemented changes in Xero to better monitor cost centres such as coaching, F&B, Pennants, and tournaments. We also introduced Tanda, a rostering and timesheet tool, to manage the growing team of permanent and casual members. This has streamlined rostering, payroll processes, and provided greater control over wage expenses, which are our largest cost driver.

Capital Expenditure

The club's capital expenditure for FY24 was \$130K, which funded:

- Transitioning Centre Court to LED lights
- Further renovations to the clubrooms
- Installation of two hot water cylinders
- Upgrades to the phone system and Wi-Fi

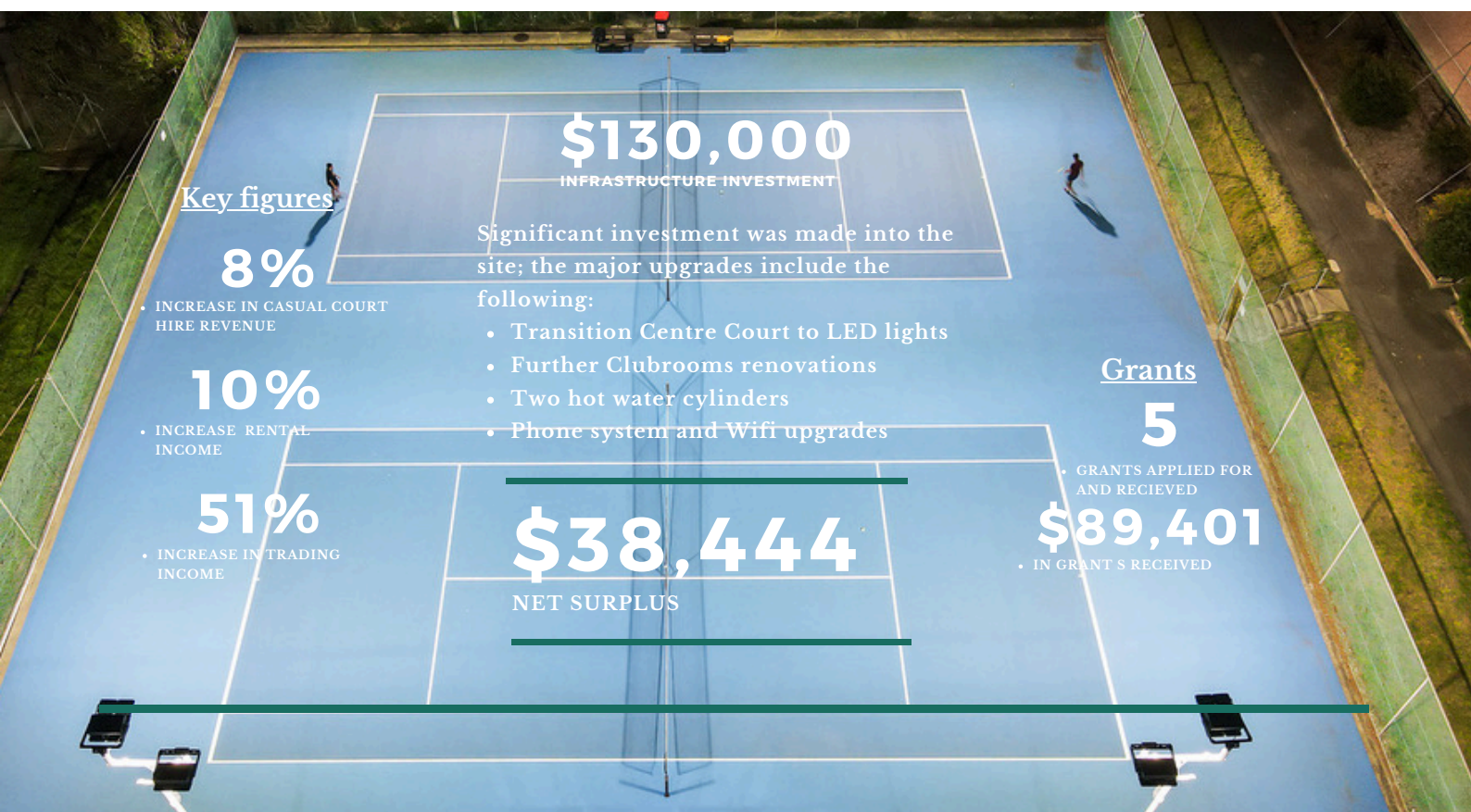
Expenses and Cash Position

FY24 expenses were \$914,215, an increase of 57% from FY23, largely due to a 77% increase in wage expenses. The club's cash position stands at \$362,000, a 4% decrease from FY23. With continued sound management and the Board-approved FY25 budget, the club is projected to improve its cash position and expects to hit the significant milestone of \$1 million in revenue.

For FY25, the club has allocated \$110,000 for capital improvements, including:

- F&B equipment and remodelling: \$19,000
- Clubhouse upkeep and additions: \$30,000
- Site signage: \$16,000
- Hobart International (HI) Investment: \$40,000 (This is part of a multi-year agreement, with the DTC investing in site projects and Tennis Australia repaying a percentage annually over the term of the agreement.)

This strategic investment plan positions the club for sustainable growth and continued development in the coming years.



MEMBERSHIP

The Domain Tennis Centre membership has remained steady with 690 members. With the challenging economic environment we are proud to have remained steady in FY24.

Our members make the Club what it is, and the DTC Team are here to make it the best possible place.

Gender
Female -36%
Male – 64%
1% increase in female members



The DTC celebrated the introduction on Life Member Jon Aufder-Heide. Life membership is an honour bestowed on individual club members whose exceptional, loyal and outstanding service and contribution has provided measurable benefit to the club over an extended period of time. Jon has also been a continuous member of the club since 1962 when the club was located at Creek Road in New Town. He first joined as a junior and has played continuously at the club until the present day.

Category	Members	% Change
Adult	256	2%
Midweek	90	26%
Student	44	-13%
Family Primary	41	-
Family Partner	38	-
Family Child	61	1%
Junior (11-17)	53	-
Junior (10 under)	24	2%
Sponsor	12	200%
Life member	48	-
Life Member Honorary	5	-
Social Membership	3	100%



The DTC has unveiled a fresh membership option called Social Membership, in response to the improvements and the addition of The Serve Cafe & Bar. By emphasising community engagement, this new membership enables individuals to access the bar without the need to sign in repeatedly. The Social Membership offers the following benefits and limitations:

- Access to clubhouse facilities (non-playing)
- No voting privileges
- Member discounts on Coaching and Food & Beverage

COACHING

In February 2023, the DTC assumed management of the coaching services. Our coaching philosophy is modern, emphasising clear pathways and opportunities for all players. Our group-based programs are designed to foster social connections in a supportive learning environment. We teach through a rally-based approach, utilising regressions and progressions to ensure players have fun while improving their skills.

Our Vision

To build a thriving community by offering contemporary tennis coaching accessible to everyone.

Our Guiding Principles

- Inclusiveness & Affordability: Programs for all ages and abilities.
- Connection & Integration: Pathways from novice to elite play.
- Single Point of Contact: Providing a seamless experience.
- Quality & Professionalism: Ongoing professional development for coaches to ensure quality and cultivate future leaders.



Expanding Programs

In FY24, we expanded our programs by partnering with Kingston Tennis Club (KTC) and Mount Carmel College (MCC) to deliver weekly term programs at their venues. These initiatives have been highly successful for DTC and beneficial for all parties involved:

- Kingston Tennis Club (KTC): KTC had been without a coach for over a year, but with DTC's resources and systems, the transition was seamless.
- Mount Carmel College (MCC): Delivering ongoing programs at schools like MCC is a vital part of our pathway to introducing new children to the sport. We thank Tennis Tasmania for their support and the opportunity at MCC.
- Pickleball Programs: We also initiated weekly pickleball programs at DTC, laying the groundwork for developing purpose-built pickleball courts at DTC in 2025.

All three programs have generated new participation, a consistent theme across our coaching initiatives. The transparent pathways we provide have made it easy for new participants to access and learn tennis. The impact on the club and tennis in Hobart has been significant in this short time, leading to new members, new pennant players, and overall increased activity at DTC.

Coaching Participants in FY24

Total Participants: 7,000

Gender:

We have 50-50 gender split of participants in coaching programs. We are very proud of as our membership base is 36% female and 64% male.

Weekly programs:

- Adults: 1,319 - 26%
- Juniors: 4,098 - 74%

School Holiday Camps:

- 8 camps conducted
- Total participants: 320

School Groups:

- 8 schools participated
- Total participants: 800

Community Groups:

- 20 sessions held
- Total participants: 300

Participation by Term:

- Term 3, 2023
 - Juniors: 854
 - Adults: 311
- Term 4, 2023
 - Juniors: 982
 - Adults: 366
- Term 1, 2024
 - Juniors: 1,567
 - Adults: 358
- Term 2, 2024
 - Juniors: 1,464
 - Adults: 284



COACHING

Development of Coaching Resources in 2024

This year, we dedicated significant effort to enhancing our coaching resources. Key developments include:

1. Player Pathways - We introduced clear and transparent player pathways to help both juniors and adults better understand their journey in tennis. These pathways are designed to provide an easy-to-follow guide for players as they progress in their skills and experience.

2. Lesson Plans - A comprehensive set of lesson plans was developed to ensure consistent program delivery across various settings:

- Term Plans
- School Holiday Plans
- Community Group Sessions
- School Tennis Programs
- Wet Weather Plans

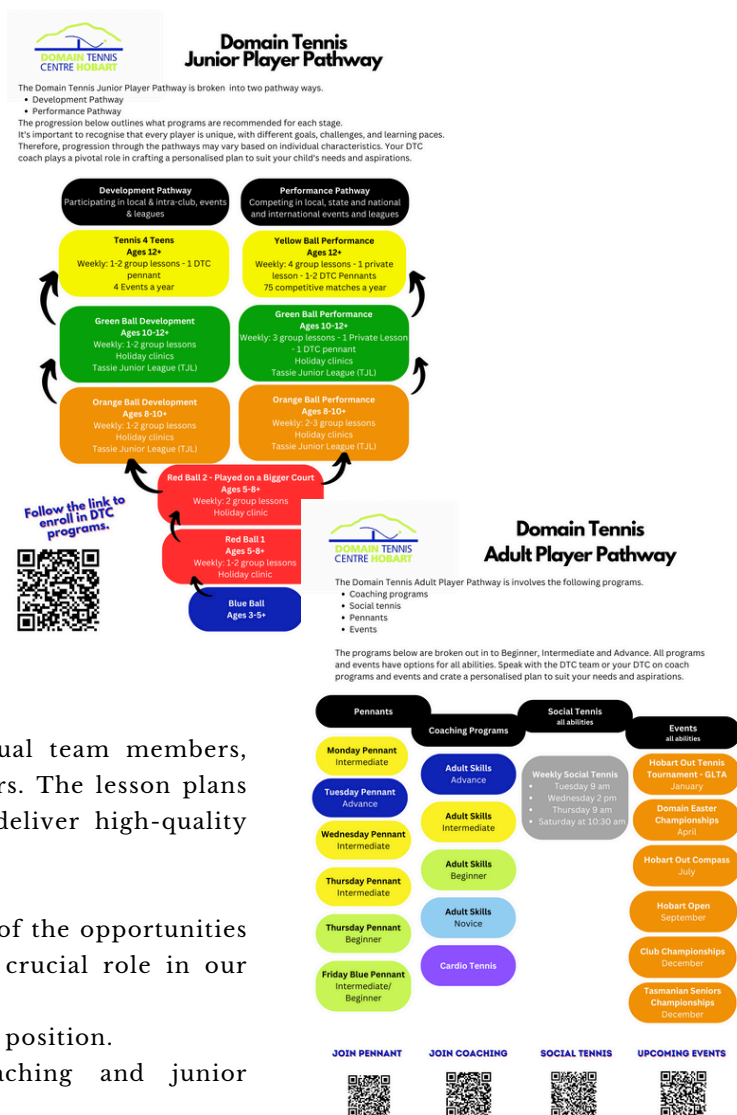
These resources are particularly valuable for our casual team members, many of whom are just beginning their coaching careers. The lesson plans ensure that all coaches have the tools they need to deliver high-quality programs, regardless of their experience level.

3. Casual Team Member Development - We are proud of the opportunities we provide to our casual team members, who play a crucial role in our ability to scale up our programs:

- One casual team member transitioned to a permanent position.
- Several others have completed community coaching and junior development coaching courses.
- All coaches are required to have Tennis Australia Coaching Qualifications and WWVP checks.

These opportunities are instrumental in helping our casual staff pursue tennis coaching as a long-term career.

4. End of Term Reports - The DTC team develops and sends out term report at the end of term 2 and 4 to all junior participants and their parents.



Tennis Tasmania - Coaching Excellence Award

The Tennis Tasmania awards night took place at Hobart's Crowne Plaza on the evening of Saturday, September 16, 2023. This special event featured esteemed guests, including guest speaker Richard Fromberg and other notable attendees. This annual occasion serves as a platform to celebrate and honour the accomplishments within the tennis community.

Ultimately, the Domain Tennis Centre was awarded the Excellence in Coaching category. This particular accolade recognises coaches' dedication and contributions within their local communities. These coaches excel in delivering top-quality coaching programs, actively expand the sport's reach, and offer competitive opportunities that enable players to enhance their skills.

This remarkable achievement provided an excellent opportunity to celebrate the successes of the programs led by Nick Martin, Yeoh Kean Wah and Catherine Krueger and their dedicated team of coaches.



FOOD & BEVERAGE

In February 2023, the DTC assumed management of our Food and Beverage (F&B) services to provide members and the community with an enhanced and expanded experience. Strengthening our F&B offerings is essential to realising our vision of making the DTC "Where Hobart Plays." While our tennis facilities and programs are exceptional, a robust F&B service further enriches the overall experience by offering quality refreshments and meals. This not only boosts member satisfaction but also drives growth by attracting more patrons, increasing participation, memberships, and event attendance.

FY24 F&B Restructure and Enhancements

In FY24, we undertook a significant restructure of our F&B services to elevate the quality and variety offered. Key enhancements include:

- Expanded Operational Hours: Longer opening times to better accommodate members' schedules.
- Enhanced Daily Menu: A broader selection of food and beverage options available throughout the day.
- Employment of a Chef: Hiring a professional chef to ensure high-quality and diverse culinary offerings.
- Dinner Service: Introducing dinner options on Wednesday, Thursday, and Friday evenings.
- Catering Menu Development: Creating tailored catering services for events and functions held at the club.

Our F&B Manager, Sharon Smith, has been instrumental in developing and implementing these improvements. Her efforts in menu development, stock control, process optimisation, and fostering a warm, welcoming atmosphere have significantly upgraded our service quality.

While some of these initiatives are still in the early stages, the feedback from members and the community has been overwhelmingly positive. We are committed to continually refining our F&B services to ensure an exceptional experience for all who visit the DTC.

We look forward to welcoming you to enjoy our new and improved food and beverage offerings!



TENNIS

The Domain Tennis Centre plays host to many playing opportunities for all players and abilities; these are highlighted by the following:

- Twilight Pennants - Monday to Friday
- A full suite of coaching programs
- Tournaments - Hobart Open, Domain Easter Championships and Club Championships
- Social Tennis
- Casual Court Hire

Friday Social Pennant

In March 2024, we launched the Friday Social Pennant, an exciting new addition to our weekly tennis competitions. This innovative format is designed to fit into our busy lives, offering flexibility and the opportunity for players to join at any time. With our coaching programs bringing in new and returning players and traditional pennants reaching capacity, the demand for modern playing opportunities has grown significantly.

The Friday Social Pennant is a weekly competition focused on creating a social and supportive environment where players can sharpen their match skills. Catherine Krueger from our DTC coaching team was available each week to provide tips, tricks, and answer any questions. This setup offers a fantastic opportunity to get real-time feedback while you play.

How it works:

- **Entry Deadline:** Entries close every Thursday at 5:30 pm. The DTC team then curates a draw based on entries and skill levels to maximise match play opportunities.
- **Match Time:** Play starts every Friday at 5:30 pm and runs for approximately 2 hours.
- **Format:** Matches may include both singles and doubles, with formats changing each week to offer a dynamic experience that enhances your skills and advances your tennis journey.
- **Schedule:** The series runs each term.
- **Scoring:** Participants earn individual scores each week. A minimum of 3 weeks' participation is required to qualify for final points.

Player Levels:

The Friday Social Pennant is open to players of all levels, from those with no rating to those with an IPR rating of 2.5.

This new pennant offering bridges the gap between Adult Skills lessons and competitive play, serving as a crucial link in the player development pathway.



EVENTS

The Domain Tennis Centre has been the life of the party lately, bringing folks together for good times on and off the courts.

This year we created and published a Calendar of Events (see below) and held some key events (list below):

- Christmas Function
- Social Tennis Lunches
- Dinners for the Hobart Open and Domain Easter Championship Players and Parents
- Cheers and Awards at the Pennant Finals
- Bi-monthly Friday Socials
- AFL Grand Final Event

Not to mention, the DTC also hosted four major events:

- The Hobart International (see page 18)
- The Australian Seniors Championships
- Pizzey Cup (Australian Secondary School Championships)
- Domain Easter Championships and Hobart Open Championships



Event Calendar	
8th - 14th January	Hobart International
22nd January	Monday Summer Pennant starts
24th January	Wednesday Summer Pennant starts
25th January	Thursday Summer Pennant starts
6th February	Tuesday Term 1 Pennant starts
1st March	Friday Social Night
15th March	Friday Intro Pennant Starts
13th - 15th April	Domain Easter Championship
30th April	Tuesday Term 2 Pennant starts
3rd May	Friday Social Night Meet the DTC Board. Live music by Isaac Westwood
4th - 11th May	Pizzey Cup
9th May	Thursday Night Autumn Pennant starts
15th May	Wednesday Night Autumn Pennant starts
17th May	Friday Autumn Pennant starts
20th May	Monday Autumn Pennant starts
5th July	Friday Social Night
23rd July	Tuesday A Grade Term 3 Pennant starts
27th - 28th July	Hobart Out Campass Event
29th August	Thursday Spring Pennant starts
30th August	Friday Social Night
4th September	Wednesday Spring Pennant starts
16th September	Monday Spring Pennant starts
17th September	Tuesday Term 4 Pennant starts
28th-30th Sep	Hobart Open
1st November	Friday Halloween Social Night
2nd November	60th Anniversary/Christmas function
7th - 10 November	Club Championship
14-15th December	Tasmanian State Masters



AUSTRALIAN SENIOR CHAMPIONSHIPS AND PIZZEY CUP

January at the DTC was bustling with tennis events and community engagement. Here's a brief overview:

The Hobart International took place at the DTC from January 6 to 13. The event attracting a record-breaking 16,000+ attendees over the week. Three key changes and improvements were evident from previous events:

- Site rearrangement, with the public relocated to the HCC car park behind the northern stadium.
- Enhanced marketing and communication strategies.
- Corporate box hospitality services with the Tasmania Club

The Australian Seniors Championships followed from January 14 to 26. Welcoming over 150 players and their support teams daily to the DTC and other clubs around Hobart for two weeks. The execution of the Food and Beverage plan was successful, thanks to the dedication of volunteers who contributed to event operations and hospitality services



Pizzey Cup Recap

The Pizzey Cup (Australian Secondary School Championships) was held at the DTC, along with other Hobart clubs in early May. This event was run by Tennis Tasmania and saw over 110 juniors from all over Australia compete.

A very big congratulations to DTC member Alicia Dale on winning the Girls single event. Alicia becomes the first Tasmanian Girl to win the singles Australia Cup since Launceston's Maree Booth in 1980.

In the final at the DTC in front of over 100 people, Dale went head-to-head with Juliet Santitto from Queensland. Alicia won the first set 6-1, lost the second 5-7, before winning the tie break, 10-7.

Again the Club wishes to extend a special thank you to our dedicated team and volunteers, for their invaluable contributions to the success of the tournament.



HOBART INTERNATIONAL

Hobart International returned for its second year in 2024 after a two-year COVID-19 interruption. The site was again transformed to host this world-class event. The site incorporated the Hobart City Council carpark behind the northern stadium; this proved to have a positive impact on the event and patron experience. There was also an adjusted corporate box catering experience and offering - The Tasmania Club. As part of the club's agreement with the Hobart International, the club receives access to a corporate box which is used as a thank you to the club's sponsors, team members, and volunteers.

The DTC, for the first time through negotiations with Tennis Australia, received access to courts 1 - 5 for the event period, which enabled the continuation of club tennis activities, which included social tennis, court hire, school holiday camps, coaching, and leagues.

The DTC looks forward to continuing to host Hobart International, and investing in the site to improve our facilities only enhances this significant event.



Singles Final

Day 8 - Final				Hard court	
January 13				Referee:	
	 E. Mertens (1)	1	6	5	
	 E. Navarro (2)	✓	6	4	7

Doubles Final

Day 8 - Final				Hard court	
January 13				Referee:	
	 H. Guo	3	3	-	
	X. Jiang	✓	6	6	-
	H. Chan	✓	6	6	
	G. Olmos (2)				



FACILITY IMPROVEMENT AND DEVELOPMENT

The Club continually strives to invest in improving our facilities for members. One major risk to DTC is its aging facilities, much of which remains as it was from the original build in 1964, posing access and safety issues.

This year, Centre Court and the first ground floor of the clubrooms were converted to LED technology lights, meaning all courts and much of the clubhouse are now lit with LED technology. There has been further significant investment in the clubrooms and around the clubhouse to make it a more welcoming and inviting space for our members and the community. Other improvements include addressing water ingress issues in the clubhouse. Additionally, many minor improvements and long-term maintenance issues have been addressed.



GRANTS RECEIVED

This year, the DTC has been the recipient of five grants:

- **Tasmanian Government:** A successful application and funding of \$5,258 from the Sport and Active Recreation Equipment Grants Program 2023-2024.
- **Tasmanian Government:** Small Business Advice and Financial Guidance Program for \$1,500.
- **Tasmanian Government:** A successful application and funding of \$440,000 from the Active Tasmania Large Grant Stream to build an additional tennis court and six pickleball courts on the southern side of the site.
- **Tennis Australia:** a successful application and funding for \$30,000 from National Court Rebate Scheme for Centre Court lighting upgrades.
- **REA Advantage Community Grants:** was applied for with the assistance of DTC member Tony Dion from Petrusma Property for an amount of \$1,500 to upgrade of furniture at the club house.



OUR PARTNERS

The DTC has a number of key stakeholders and sponsors who are integral to our club's success. We extend our sincere thanks to all our sponsors for their support in enhancing our member facilities and introducing more people to our sport. The generosity of these businesses and families cannot be underestimated. We welcomed four new sponsors in FY24 and also updated our sponsorship prospectus. Below is the full list of our sponsors and partners:

GOLD SPONSOR



SILVER SPONSOR



CLUB SPONSOR



Sponsors have been an important part of the club for many years. There are several sponsorship packages available. Thank you to our Club Sponsors

- Cook Family
- Rodgers Family
- King Family



COMMUNITY PARTNERSHIPS

The Domain Tennis Centre continues to support organisations in the community and is the primary facility for other tennis clubs:

- Reclink
- New Horizons
- Public and Private Schools
- SSATIS Tennis Roster
- Sandy Bay Rotary Club
- Clarence High School
- Hobart Out Tennis Club
- St. Therese's Tennis Club
- Mid Week Ladies
- Clubs Tasmania Industry Night



KEY PARTNERS



BRANDING



The DTC rebranded in 2024. After a procurement process we landed on Before Creative. Thank you to Chris Rawson who worked with the club on the new branding and logo.

The club was presented with three new logo alternatives. Ultimately we landed on a brand and logo by exploring a shift in naming. When we consider that the primary audience is local Hobart, we can safely assume that they know where the Domain is. Furthermore, the word 'Centre' does not really help and could equally be a court, facility, etc. We can still locate Domain Tennis by a positioning tag line *Where Hobart plays*.

The tennis ball still nods to the mountain. Combined with the shorter name, we arrive at a brand mark that is simple, sporty and dynamic.

Simple tennis geometry is combined with the colours to create a suite of dynamic graphics that will work with photography. This forms part of a tool kit that will create visual interest that speaks of the enjoyment of tennis.



LEASEHOLDERS

Our leaseholders are extremely important, and the DTC continues to work with them for mutual benefit. A vibrant DTC benefits leaseholders with flow-on effects. The overall rental income has increased in the past year after leases were renewed and new leaseholders joined.

These businesses promote health and wellness and bring clientele through the facility.

Leaseholders:

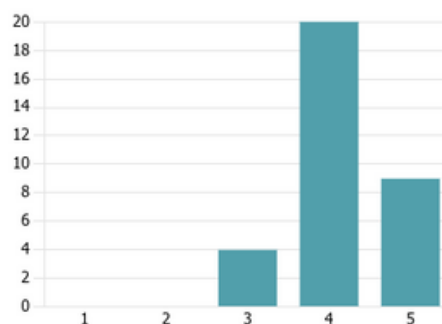
- Odyssey Strength and Condition
- Tennis Tasmania
- Optimal Health
- Mint Fresh
- Domain Massage
- Stringlab
- Freedom Fitness (until February 2024)

MEMBER SURVEY

In April 2024 a member survey was released. The first of it kind in memory. This was done as part of our commitment to providing an exceptional service and place to play. We wanted to get a pulse on how our members are feeling and to help guide the clubs efforts to enhance members experience and meet evolving needs and expectations. The 21 question survey received 33 responses. Overall we received positive responses from our members with some constructive suggestions for the club to work through.

Overall, how satisfied are you with the courts, clubhouse, and grounds at Domain Tennis Centre?

Average response was 4.15 / 5



COMMUNICATIONS

Our ongoing engagement with members and the community through various communication channels continues to strengthen connections and bring people together. We maintain regular communication through:

- General and Specific Newsletters: Keeping everyone informed on a wide range of topics.
- Social Tennis Newsletter: Updates and news specifically for our social tennis community.
- Pennant Newsletter: Focused information for our pennant players.
- Social Media: Active presence to share news, updates, and events.
- Club Noticeboards: Keeping members informed on-site.

Additionally, the club has received media coverage over the past year, being featured in several newspaper articles and local news TV segments.



977
FACEBOOK
FOLLOWERS
15% INCREASE



442
INSTAGRAM
FOLLOWERS
17% INCREASE

25
NEWSLETTERS
PUBLISHED

3,819
CONTACTS IN
DATABASE
55% INCREASE

FY 25 PLAN

The DTC is committed to being the premier destination for tennis enthusiasts in Tasmania. The FY25 plan focuses on improving facilities, building the DTC team, expanding program offerings, and achieving financial sustainability.

FY25 operational plans include the operational areas of the organisation, structured to achieve the core objectives in the business plan. This Operational Plan is shared with the DTC Board and team members to ensure everyone is working from the same playbook.

Operational Areas:

1. Leagues
2. Membership
3. Events Management – Tournaments
4. F&B Services
5. Coaching Services
6. Community Engagement
7. Grounds and Facility Management
8. Strategic Partnerships
9. Strategy & Master Plan



The centre's growth has and will continue to assist in a sustainable future for the Club with modern, contemporary standard facilities.

The DTC monitors how the centre is utilised. The courts are fully booked more often each week, putting pressure on both the number and layout of courts. The Active Tasmania grant received will help to address some of these challenges and continue to diversify the club with the addition a tennis court and Pickleball.



FY25 Objectives:

- Operational Plan: Implement the FY25 operational plan for the DTC team.
- Facility Quality: Complete FY25 capital expenditure projects.
- Program Expansion: Introduce new coaching programs through schools and other clubs. Grow F&B events and functions. Add additional weekly pennant offerings.
- Financial Stability: Maintain a balanced budget.
- Team Management: Foster a responsible, team-focused, and driven DTC team culture.
- Stakeholders: Continue to work closely with DTC stakeholders, including leaseholders and Tennis Australia, Hobart City Council (HCC), and our members.

OVERVIEW OF THE DOMAIN TENNIS CENTRE AND FUTURE GROWTH PLANS

Since 2020, the Domain Tennis Centre (DTC) has seen a remarkable 201% increase in overall revenue and now welcomes over 120,000 visitors annually, a 100% increase since 2020.

DTC's dynamic event calendar demonstrates its commitment to tennis enthusiasts by offering weekly pennants, social tennis events, comprehensive coaching programs, and annual junior and adult events. A key highlight is the prestigious Hobart International, hosted since 1994, which serves as a lead-in event to the Australian Open.

Founded in 1964, the DTC, situated on a site owned by the Hobart City Council (HCC), celebrates its 60th year against the stunning backdrop of Mount Wellington/kunanyi. Its central location features a clubhouse with function and meeting rooms, a café and bar, office space, a pro shop, and exclusive member amenities, all overlooking the City of Hobart and the picturesque River Derwent.

DTC offers a diverse range of courts catering to all playing preferences:

- 7 synthetic grass courts
- 6 acrylic hard courts
- 5 synthetic clay courts
- All LED lit

Committed to fostering a stronger, more inclusive community, DTC's resilient tennis programs keep the Tasmanian community active and healthy. Adhering to key principles and strategies over the past half-decade has driven organic growth and secured the club's future.

DTC stands as a healthy and thriving club, unmatched in Australia for its growth over the last five years. It is dedicated to being the premier place to play, with participants playing all day, every day.

Tennis is a true family sport and sport for life. DTC's programs cater to everyone from 3 to 96 years old, fostering a lifelong love for tennis.

Hosting one of three WTA events in Australia, and the only women's event, DTC proudly embraces its unique opportunity to contribute to the global tennis community.

DTC aims to unite community, health, and wellness through tennis. Whether seasoned players or novices, its inclusive approach promotes physical well-being and lasting community connections.

The DTC is one year into significant operational changes, and the club continues to develop and improve on various measures.

In February 2023, DTC took on the management of tennis coaching and food and beverage services. Tennis coaching at DTC is vital for growing and expanding the club's demographic of participants and members. Tennis coaches are crucial touch points for many players and provide a key pipeline into the sport, supporting a wide demographic including:

- Existing players of all ages and levels
- Participants at schools and holiday camps
- Non-members, especially those beginning or restarting their tennis journey

An enhanced coaching operation at DTC has brought more people to tennis through the club and coaching business, driving revenue for all businesses at the centre, and increasing participation, membership, and events at the club.

The business is built on the following principles:

1. Inclusiveness & affordability – programs for all ages and abilities
2. Connection and integration – coaching programs integrated to provide pathways from novice to elite play
3. Quality and professionalism – driven by professional development and building future leaders

In FY 24 the DTC had coaching revenues of \$210,000 with over 8,000 participants.

Food and beverage (F&B) services at DTC, managed since February 2023, we are now expanding operational hours and services under a new F&B manager. This enhancement is integral to realising the vision of making DTC "Where Hobart Plays," enriching the experience for members, the tennis community, and the public.

OVERVIEW OF THE DOMAIN TENNIS CENTRE AND FUTURE GROWTH PLANS - CONTUNUED

DTC has recently launched dinners on Wednesday and Thursday evenings.

DTC's leaseholders, updated and aligned with the club's mission over the past four years, include:

- Odyssey Strength and Condition
- Tennis Tasmania
- Optimal Health
- Mint Fresh
- Domain Massage
- Stringlab

These businesses promote health and wellness and bring clientele through the facility.

Future plans include:

- Developing policies, procedures, and financial planning to support growth
- Site redevelopment in collaboration with Tennis Tasmania, Tennis Australia, and Hobart City Council, guided by a Master Site Plan
- Building the DTC community
- Diversifying into other racquet sports like Pickleball and Padel

One of the biggest risk to DTC is its aging facilities, much of which remains as it was from the original build in 1964, posing access and safety issues.

Increased revenues have allowed DTC to invest over \$500,000 back into the site, with significant upgrades including:

- Transitioning to new efficient LED lights on all 18 courts (two lit to international competition standard)
- Resurfacing two courts, removing root issues and improving fencing
- Resurfacing the hit-up wall
- Installing a 39-kW solar power system
- Improving the clubhouse's first floor
- Conducting significant repair work on the eastern grandstand and clubhouse to address water ingress issues

However, significant investment is needed to bring the site to a contemporary standard and to secure the future of the Hobart International.

DTC's recent progress includes many positive stories, and there are more opportunities for continued growth through the development of juniors and families, and building a community. DTC welcomes everyone on this journey.



STRATEGIC PLAN

The DTC Strategic Plan 2022 - 2026. Our direction is guided by five main principles:

1. People
2. Place
3. Play and Pathway
4. Promotion
5. Performance



Responsible Business Platform

A responsible centre is a sustainable and inclusive way of delivering value for all stakeholders

OUR VISION

As an inclusive community facility for all, it is our responsibility to:

1. To encourage the playing of tennis in a spirit of friendship and enjoyment while focusing on the health and mental well-being of participants;
2. To build resilient and supported people and Centre stakeholders;
3. To be a leading tennis facility in Australia.

OUR VALUES



Respect
Rules, Court, Facilities, Community, People, Environment



Integrity
Open, Transparent, Trust, Accountable, Honest



Inclusion
Social Equality, Diversity, Collaboration, Supportive



Courage
Dynamic, Evolve and Make Decisions, Seek Improvement



Enjoyment
Tennis, People, Social life, Family, Environment



Responsive to Environment
Energy use, Procurement, Infrastructure, Surroundings

WHAT MATTERS

What matters is our people, our members, our community, our stakeholders and the programs and activities to drive tennis participation.

OUR MISSION

- To bring together community, health, and wellness through tennis to all.

OUR DIRECTION IS GUARDED BY FIVE MAIN PRINCIPLES



Performance

Promotion

Play & Pathways

Place

People

Club By-Laws

GOVERNANCE

The Domain Tennis Centre is a Not-For-Profit governed by its constitution through a Board of Management.

The Board receives regular updates and has oversight on how the business performs across all aspects.

Responsible business and sustainability are integrated throughout the strategic plan that gives us guidance.

TRANSPARENCY AND ROUTINE DISCLOSURE

KEY PARTNERS



Domain Tennis
Where Hobart plays



PEOPLE

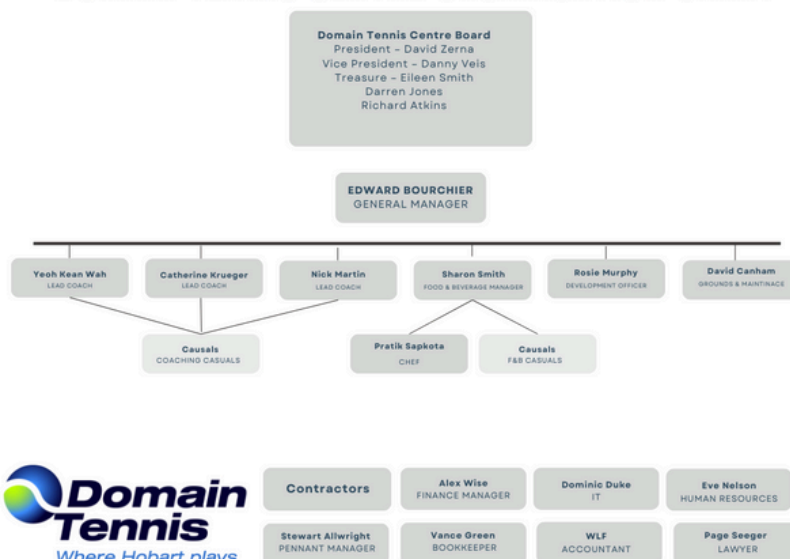
This year, the addition of talented team members and innovative ideas has provided the Club with the foundation to implement operational changes that contribute to a successful and sustainable organisation. I want to extend my heartfelt thanks to everyone who has played a role in these positive changes.

A special thanks goes out to our volunteers, whose dedication over the past 12 months has been invaluable. This includes the DTC Board and those who assist with grounds maintenance, other improvements, events, and functions. Your time and commitment make our club a wonderful place for all of us to enjoy.

I'd like to specifically acknowledge our volunteer DTC Board members: David Zerna, Danny Veis, Sharon Smith, Eileen Smith, Darren Jones, and Richard Atkins. Your contributions are deeply appreciated.



DOMAIN TENNIS CENTRE ORGANISATION CHART



The DTC team consists of seven permanent members, supported by thirteen casual team members across Coaching tennis, grounds and Food and Beverage. The team operates in the following areas:

- **General Manager:** Edward Bouchier
- **Club Development Officer:** Rosie Murphy manages coaching programs, drives events and activities, and oversees the overall administration of the club. Rosie has quickly adapted to the complexities of her role and the club, making her contributions invaluable.
- **Groundskeeping and Maintenance:** David Canham ensures our grounds are meticulously maintained, with his dedication reflected in the immaculate presentation of our facilities.
- **Coaching:** Nick Martin, Catherine Krueger, and Yeoh Kean Wah are our three permanent coaches leading the programs. They are supported by up to ten casual coaches who assist during busy periods. With significant growth in our programs compared to 2023, the entire coaching team is crucial for successful delivery. The implementation of term plans, contemporary coaching styles, and the training and up skilling of our casual coaches have laid a strong foundation for DTC's coaching programs, attracting more participants and enhancing their tennis skills.
- **Food and Beverage:** Sharon Smith brings passion and a deep understanding of the challenges involved in establishing and growing the club's F&B business. Her efforts in optimising operational hours, team coverage, and menu options have positively impacted our service delivery.
- **Pennant Management:** Stewart Allwright has taken on the management of Pennants at the DTC, a vital part of both the club and tennis in Tasmania. Stewart has excelled in this role, bringing structure, accountability, and new players into the pennant pathways.



Profit and Loss

Domain Tennis Centre

For the year ended 30 June 2024

	2024	2023
Trading Income		
Ball Machine Hire	2,172	884
Court Hire	43,394	40,343
Domain Voucher	293	18
Food and Beverage Sales	141,930	33,403
Fundraising and Events	3,745	2,996
Grant Income	89,401	60,816
Guest Fees	3,624	4,145
Interest Income	8,000	2,036
Court Lighting Income	1,195	1,272
Membership	146,885	147,762
Pennant Fees	48,093	41,838
Proceeds from Insurance Claim	-	1,370
Rent Received	145,280	142,567
Sponsorship	18,448	6,409
Merchandise Sales	758	-
Tennis Programs	210,128	78,771
Tournament Income	14,738	20,635
Venue Hire	8,242	6,955
Women's International Event Fee	60,000	35,000
Total Trading Income	946,326	627,220
Gross Profit	946,326	627,220
Operating Expenses		
Accounting and Audit	5,692	3,100
Advertising	714	6,919
Affiliation Fees - Tennis Tasmania	19,876	11,211
Bank Fees and charges	2,924	6,701
Bookkeeping	2,394	2,063
Catering	-	2,809
Cleaning	32,320	26,254
Computer Expenses	20,122	19,717
Depreciation and Amoritisation	93,786	89,762
Electricity Gas Heating	23,377	14,859
Food and Bevarage Expenses	69,205	23,118
Fundraising Functions and Events	3,891	1,246
Groundskeeping	9,206	15,429

Profit and Loss

Domain Tennis Centre

For the year ended 30 June 2024

	2024	2023
Insurance	13,793	9,235
Interest Expenses	381	-
Kitchen Equipment	342	6,762
Legal Fees	16,658	3,481
Meeting Expenses	884	363
Member and Staff Amenities	10,003	20,641
Merchant Fees	6,725	(275)
Merchandise purchases	14,903	-
Pennant Expenses	27,869	16,083
Postage Printing and Stationery	274	218
Repairs & Maintenance	3,029	2,480
Staff Training	44,436	29,345
Subscriptions	3,331	1,206
Superannuation Expense	2,359	1,230
Telephone and Internet	43,321	23,365
Tennis Program Expense	13,792	3,280
Tournament Expenses	1,857	119
Voucher Expenses	9,578	9,161
Wages and Salaries	6,833	1,420
	410,340	232,711
Total Operating Expenses	914,215	584,013
Net Profit	32,111	43,207

Balance Sheet

Domain Tennis Centre

As at 30 June 2024

	2024	2023
Current Assets		
Cash at bank	256,660	278,691
Term Deposit	106,336	100,000
Debtors	485,938	6,595
Total Current Assets	848,934	385,286
Non-current Assets		
Clubhouse and Court Development	2,464,294	2,354,584
Less: Accumulated Depreciation	(1,125,201)	(1,046,861)
Grandstand	107,465	92,465
Less: Accumulated Depreciation	(34,770)	(32,365)
Other Leasehold Improvements	230,144	230,144
Merchandise Sales	(100,301)	(97,411)
Plant & Equipment Assets	76,967	76,967
Less: Accumulated Depreciation	(62,711)	(60,223)
Solar Panel Installation	26,273	26,273
Less: Accumulated Depreciation	(2,865)	(1,551)
Website Redevelopment	66,320	66,320
Less: Accumulated Amortisation	(41,477)	(35,127)
Other Intangibles	450	450
Affiliation Fees - Tennis Tasmania	1,604,588	1,573,665
Total Assets	2,453,522	1,958,951
Current Liabilities		
Trade Creditors	6,081	6,550
GST	58,467	4,781
PAYG Tax	19,698	19,636
Provision for Annual Leave	13,985	11,513
Superannuation Liabilities	3,609	2,635

Balance Sheet

Domain Tennis Centre

As at 30 June 2024

	2024	2023
Unexpended Grants	405,458	-
Total Current Liabilities	507,298	45,115
Non-current Liabilities		
Provision for Long Service Leave	1,255	978
Total Non-current Liabilities	1,255	978
Total Liabilities	508,553	46,093
Net Assets	1,944,969	1,912,858
Current Year Earnings	32,111	43,207
Retained Earnings	1,912,858	1,869,651
Total Equity	1,944,969	1,912,858

TESTIMONIALS

“The partnership between Reclink Australia and The Domain Tennis Centre (DTC) provides inclusive sport and recreation opportunities to the disadvantaged and vulnerable communities of Southern Tasmania. The foundation for the success of this partnership is exclusively reliant on the strong social conscience, and kindness, of the DTC staff and its members.

The DTC provides FREE access to its courts, coaches, and a continual flow of tennis balls and racquets, to the membership base of Reclink. These members are from a broad range of disadvantaged cohorts: disability organisations, drug and alcohol rehabilitation programs, mental health agencies, at-risk youth, government schools, men’s and women’s homeless shelters, and CALD groups.

Across the 23/24 financial year this resulted in 46 sessions being delivered at the facility for Reclink members, creating 300+ participation opportunities for Tasmanians who would not have been able to access tennis without the incredible generosity of the DTC and its connection to Reclink.

For the staff of Reclink member organisations, the aptly named Sky Suite has become the home of quarterly network meetings.

The members LOVE the Tennis, but it’s noticeable how often we’ll lose participants from the courts for the safety of a spot on the grass and views of the Derwent River.

The Serve café holds a similar calling - the couches, and the bar stools at the sun-soaked windows, both take in the magnificent view that engulfs the southern half of the facility.

Participants from vulnerable and disadvantaged communities finding places of peace is important to the special environment created by the DTC.

The DTC is more than a tennis facility for Reclink member groups – it has become a safe place.

Brett Geeves - Reclink Sport and Recreation Manager, Tasmania



I would like to say a massive thank you for having us for our Mentor Walks catch-up.

We are incredibly grateful and really appreciate you setting up for us (and for the great coffee and food)!

We hope to be able to host catch-ups here in the future as it is the perfect location for our group to meet and grab a coffee before the mentoring session begins.

Mentor Walks Team



“Upon moving to Hobart seven years ago, The Domain Tennis Centre instantly became a second home for me, my wife, and our four young children, who have grown up and flourished at this world class sports centre. We’ve all been able to participate in tennis squads, play pennants, compete in tournaments, and attend the Hobart International - which is much anticipated and a highlight of our calendar each year. We’ve all made lasting friendships with staff and members alike and have seen the centre develop and expand over the years thanks to the energy and effort of all those who work and play at DTC.”

Zan Boag - Domain Tennis Centre Family Member



“The DTC efforts have led to an upgrade of the courts and their access, a marked improvement in the surrounds of the courts and the grounds in general, and, most significantly, a vast improvement in the Club’s social facilities. The upstairs club room is now an attractive venue for relaxation, dining and gatherings.”

Ralph Spaulding - Domain Tennis Centre Member