

WHAT A **GOOD CLUB** LOOKS LIKE



A SMALL BUT PERCEPTIVE AND AGILE TENNIS CLUB SITUATED IN A MIDLANDS VILLAGE

Kempsey Lawn Tennis Club

ABOUT THIS CLUB:

- 150 members
- 67 pay and player users
- 150 players on the programme
- 7 volunteers
- 2 coaches
- Unincorporated association but moving to a company limited by guarantee in April 2023
- £20,000 turnover

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“Providing the local community with welcoming and accessible tennis opportunities”

PARTNERSHIP & COLLABORATION

- Look for partners with shared goals, and be open to working in a flexible way to help one another
- Link in with key stakeholders within the local community e.g. local council, local authority
- Funding is available at a local level, but you need to be part of the network in order to be aware of opportunities

COMPETENT COMMITTEE & COACHES

- Be clear about the club’s vision when recruiting new volunteers and coaches
- Undertake a skills audit to ensure volunteers are matched with the most appropriate role
- Work collaboratively with the coaching provider to plan programmes and initiatives

CLEAR PURPOSE AND PLAN

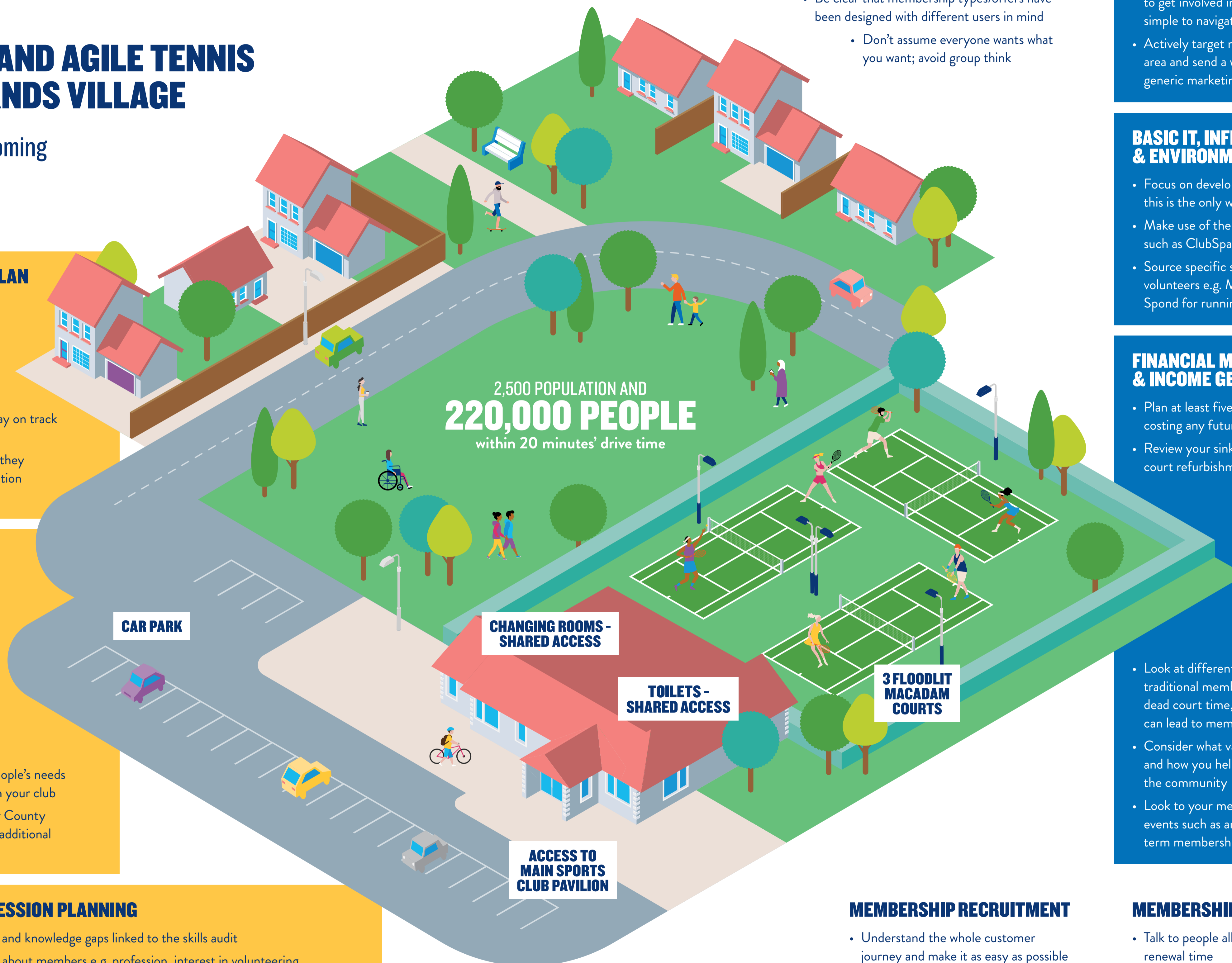
- A long-term business plan will help to plot the way year by year
- Stay in regular contact with members as they provide a useful gauge on the club’s performance and can help it stay on track
- Keep members informed of progress and potential plans so they feel involved in the future direction of the club

BEING INCLUSIVE & RESPONDING TO LOCAL NEEDS

- Know your market and how your offer fits with other clubs
- Recognise there are lots of new players out there and that pay and play is an effective way of introducing them to tennis
- Take the time to understand people’s needs and what they want to get from your club
- Remember to link up with your County Association, as they may offer additional playing opportunities

RECRUITMENT & SUCCESSION PLANNING

- Work out where you have skills and knowledge gaps linked to the skills audit
- Capture additional information about members e.g. profession, interest in volunteering
- Be clear about volunteer roles and tasks; people are more likely to say ‘yes’ if the job is specific, manageable and task-orientated
- Breaking down large jobs into simple tasks will help to share the load e.g. completing a Facebook ad
- Identify some champions who are tech savvy and not afraid to use software to carry out key tasks



TENNIS PROGRAMME

- Programme your activities for bespoke sections of your community and membership in terms of age, ability, gender, background, affordability and time of day
- Understand what different members want from their tennis programme
- Be clear that membership types/offers have been designed with different users in mind
 - Don’t assume everyone wants what you want; avoid group think

EFFECTIVE MARKETING

- Don’t underestimate the power of social media, which includes local groups using these platforms
- Have a decent digital presence and ensure the branding at the club matches as both the club and the website are ‘shop windows’
- Don’t assume local residents know you exist or know how to get involved in tennis at your club. Make your website simple to navigate
- Actively target new developments in the surrounding area and send a welcome message; don’t bother with generic marketing

BASIC IT, INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

- Focus on developing and managing the sinking fund, as this is the only way a small club can plan for the long-term
- Make use of the technology that is available to you, such as ClubSpark
- Source specific software to make ad hoc tasks easy for volunteers e.g. Mailchimp for sending newsletters, Spond for running teams

FINANCIAL MANAGEMENT & INCOME GENERATION

- Plan at least five years ahead and be realistic about costing any future plans
- Review your sinking fund and check the market prices of court refurbishment and floodlights to avoid any shortfall
 - Make sure the plan is written down and is used as a reference point at committee meetings
 - Always communicate progress to the membership as this helps with buy-in for future plans
 - Review each aspect of the business and ensure it is working as it should
- Look at different ways to generate income outside of traditional membership fees; pay and play not only utilises dead court time, it brings in a steady flow of income and can lead to membership conversion
- Consider what value you can offer potential sponsors and how you help with their objectives e.g. giving back to the community
- Look to your membership to help with small fundraising events such as an ‘auction of promises’ as well as long-term membership packages to help with cash flow

MEMBERSHIP RECRUITMENT

- Understand the whole customer journey and make it as easy as possible
- Take the personal approach; one phone call or meet and greet could lead to a member for life
- Use ClubSpark data to convert pay and play users into members through gradual steps (low cost pricing to a membership offer)

MEMBERSHIP RETENTION

- Talk to people all year round, not just at membership renewal time
- Use the data available in ClubSpark to help target those not playing regularly
- Have a follow up plan for those who haven’t integrated fully, as it’s easier to retain an existing member than attract a new one
- Recognise that people do move on, but equally can come back, so keep in touch!