

WHAT A **GOOD CLUB** LOOKS LIKE



A PROACTIVE PARK-BASED CLUB IN THE SOUTH WEST REGION FOCUSED ON COMMUNITY NEEDS AND OPPORTUNITIES

Totnes Tennis Club

ABOUT THIS CLUB:

- 218 members
- 50 pay and player users
- 210 players on programme
- 9 volunteers
- 2 coaches
- Unincorporated association
- £42,000 turnover

WHAT A GOOD CLUB LOOKS LIKE

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“Thinking locally and thinking big to provide community-wide tennis”

PARTNERSHIP & COLLABORATION

- Think local – pub, schools, businesses, local authority, GP surgery
- Keep an always-on approach to using Google to seek funding opportunities, especially if you are planning a facility project
- Nurture relationships with key partners such as the local authority to keep them up to speed with club plans
- Get the word out about the club – this is easy when you have a clear purpose and plan

BEING INCLUSIVE & RESPONDING TO LOCAL NEEDS

- Work through the local community to ensure you become an integral part of it e.g., strong links with 2 special needs organisations
- Play a co-ordinating role through hosting an annual tennis event for all primary schools
- Consider supporting other initiatives such as social prescribing and GP referrals

CLEAR PURPOSE AND PLAN

- Be proactive and take control of your own destiny – think big to inspire people!
- Ensure your plan is long-term and factor in any facility development aspirations
- Regardless of size, you should view the club as a mini business; you don't need to be big to be professional
- Consider a phased approach to any facility development work – it's good to be ambitious, but break it down into bite-sized chunks

COMPETENT COMMITTEE & COACHES

- Align your committee to the long-term vision/plan – it's important that everyone pulls in the same direction
- Recruit based on skill set and allow flexibility for those members with the right skills but limited time
- Gender balance is important, as is the need to reflect the membership and potentially the wider community
- Keep the main committee small and nimble to allow for swift decision making
- Always ensure each role has a purpose and is fundamentally linked to the club's plan
- Encourage other members to feed into the committee and have a wider range of casual volunteers – people could step up at any point
- The management committee focus on the day to day, allowing the wider membership to dip in and out of ad hoc items (tennis related)
- Be clear about what role the coach/coach operator plays within the club and formalise this through an agreement or contract

RECRUITMENT & SUCCESSION PLANNING

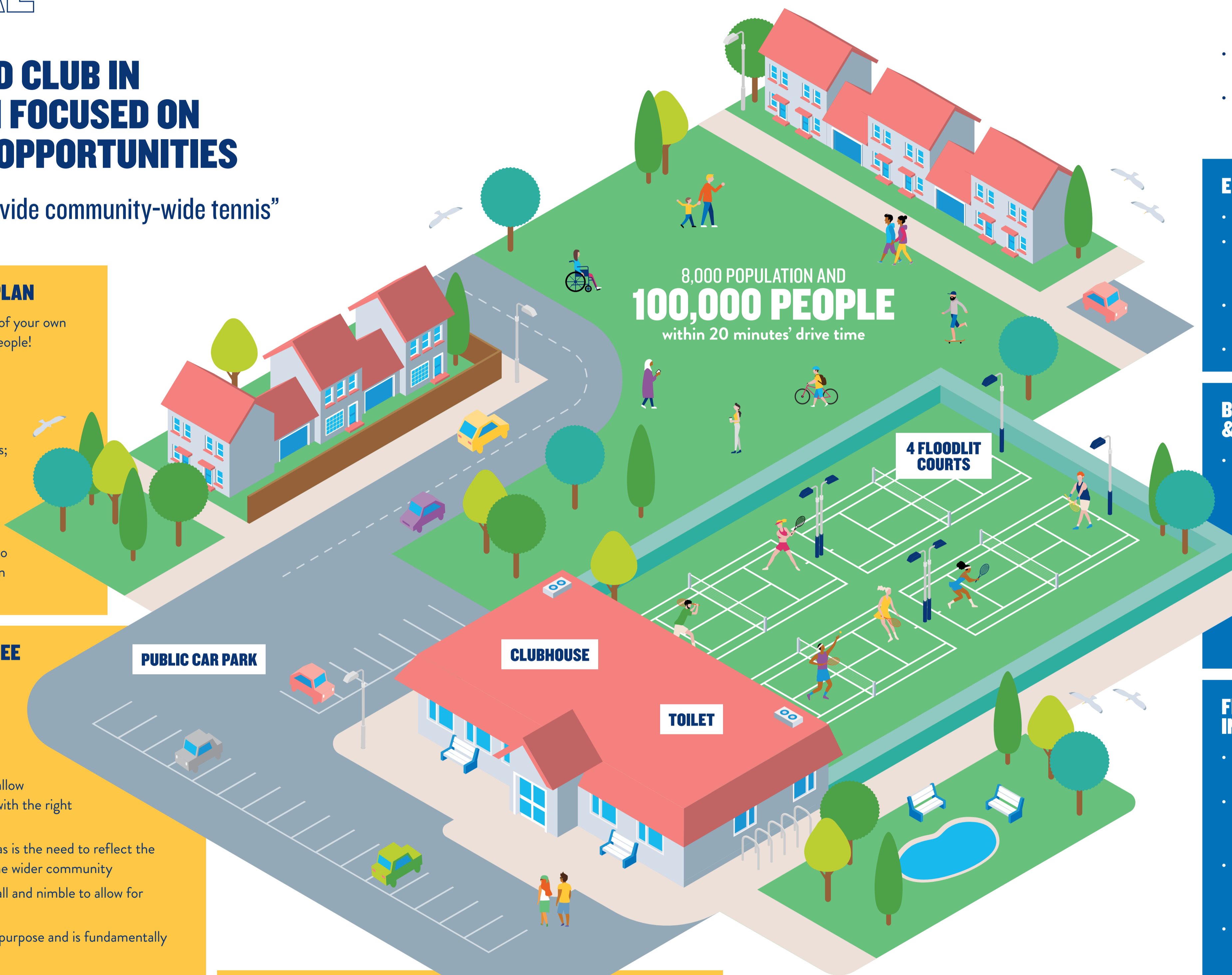
- Know your members and seek out people who have the right skill set as well as those wanting to help
- Consider approaching members regarding a specific task – be upfront about the role and time commitment involved
- Be flexible if you have someone with the right skill set but with limited time (i.e. more people doing less)
- Regularly review the coach/coaching operator agreement to ensure it's working
- Look at other successful club and coach models to learn from

MEMBERSHIP RECRUITMENT

- Create a waiting list if you're running at full capacity and keep these people engaged
- Think creatively and flexibly about filling every court and coaching space, especially when you are technically full
- Enable online membership sign-up and renewal, making the process as easy as possible

MEMBERSHIP RETENTION

- Emphasise value for money and health and wellbeing benefits of playing tennis
- Focus on creating an inclusive and welcoming environment
- Tell people what's going on; it's a club, not just a place to play tennis
- Run an annual survey to gather insight, in conjunction with direct member feedback to the committee



TENNIS PROGRAMME

- Prioritise the club social sessions, as these are a big part of the inclusive culture and what the club is about
- Have a plan for integrating new members into the club, especially beginners and improvers
- Allocate time for the coaching programme, but always have courts available for play – this is in keeping with the purpose of the club
- Encourage people to play tennis outside of organised social and coaching sessions
- Periodically review the utilisation of courts to make sure the activity mix is balanced

EFFECTIVE MARKETING

- A happy membership and user base advocates the club
- Maintain a drum beat of positive news stories/PR through local channels, and take advantage of members with media links
- Always regularly assess the local competition, pricing and fees and adjust accordingly
- In-house website expertise means minimal marketing spend

BASIC IT, INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

- Use decent online systems as it's important that the club is easily accessible by the local community
 - Use a robust storage system for back office functions and paperwork e.g. Dropbox
 - Invest short-term for long-term payback. We have already converted to LED bulbs and this has been a gamechanger, as well as resurfacing the courts

FINANCIAL MANAGEMENT & INCOME GENERATION

- Ensure you have dedicated expertise to manage the finances
- As well as membership and coaching, there is a large dynamic pay and play section utilising courts and generating a decent income stream
- Create a sinking fund early on to ensure the club remains sustainable – try and develop a surplus that moves into sinking fund
- Look for Section 106 funding for developing facilities and use expertise within committee/membership to help with funding bid
- Consider crowdfunding for other facility projects