



SURVEY RESULTS

CLUB HEALTH & VOLUNTEER ENGAGEMENT

QUARTER 1 2023



SURVEY BACKGROUND

In previous years, separate, monthly surveys have been issued to find out about your club's health alongside your experience as a volunteer.

From 2023, these two surveys have been combined into one, reducing the frequency you will be asked to complete a survey.

Each survey will cover:

- the health of your club and the support you need to develop your club
- your experience as a volunteer and your interaction with the LTA
- a “hot topic” module – in February 2023, we covered the relationship between your club and your coach

Over 1000 volunteers completed some or all of this survey wave, a response rate of c.16%.



PROFILE OF PEOPLE SURVEYED VS PROFILE OF PEOPLE RESPONDING

	Survey Invitations (6200)	Survey Responses (1004)
Female	48%	53%
Male	52%	47%
Under 44	16%	8%
45-54	20%	15%
55-64	33%	34%
65+	30%	43%
East	19%	20%
North	18%	20%
South West	15%	17%
Midlands	17%	15%
London	10%	10%
South East	11%	10%
Scotland	8%	6%
Wales	3%	3%

ROLE OF PEOPLE SURVEYED VS ROLE OF PEOPLE RESPONDING

	Survey Invitations (6200)	Survey Responses (1004)
Committee Member	39%	32%
Club Main Contact	24%	31%
Welfare Officer	7%	6%
Volunteer	6%	7%
Chairman	6%	7%
Administrator	5%	4%
Treasurer	4%	3%
Ballot Administrator	2%	2%
Competition Organiser	2%	1%
Match Secretary	2%	2%
Other roles	3%	4%
(Self-defined) contact with LTA for club		
Do this most often for club	n/a	19%
One of a number who generally do this	n/a	23%
Do this occasionally, others do it more	n/a	18%
Little or no contact with LTA	n/a	35%

HEADLINE MEASURES

CLUBS & VOLUNTEERS

As clubs make up a such huge part of the tennis landscape, it's important for us to understand what's happening in them, both in terms of their current health, as well as how they feel about their future.

We have been surveying clubs and volunteers over the last 3 years, which has helped us develop the venue support toolkit, housing practical tools and resources linked to all aspects of running a successful club.

The following slides provide an overview of what volunteers said about their club health, as well as some further information about their experience as a volunteer.

WE ASK CLUBS TO SCORE THEMSELVES FROM 1 – 5 ACROSS FIVE CORE AREAS THAT MAKE UP A SUCCESSFUL CLUB

Core aspects of a healthy club

▼  Display this question

If The next few questions are about the general health of your tennis club. By that we mean aspects... Yes Is Selected

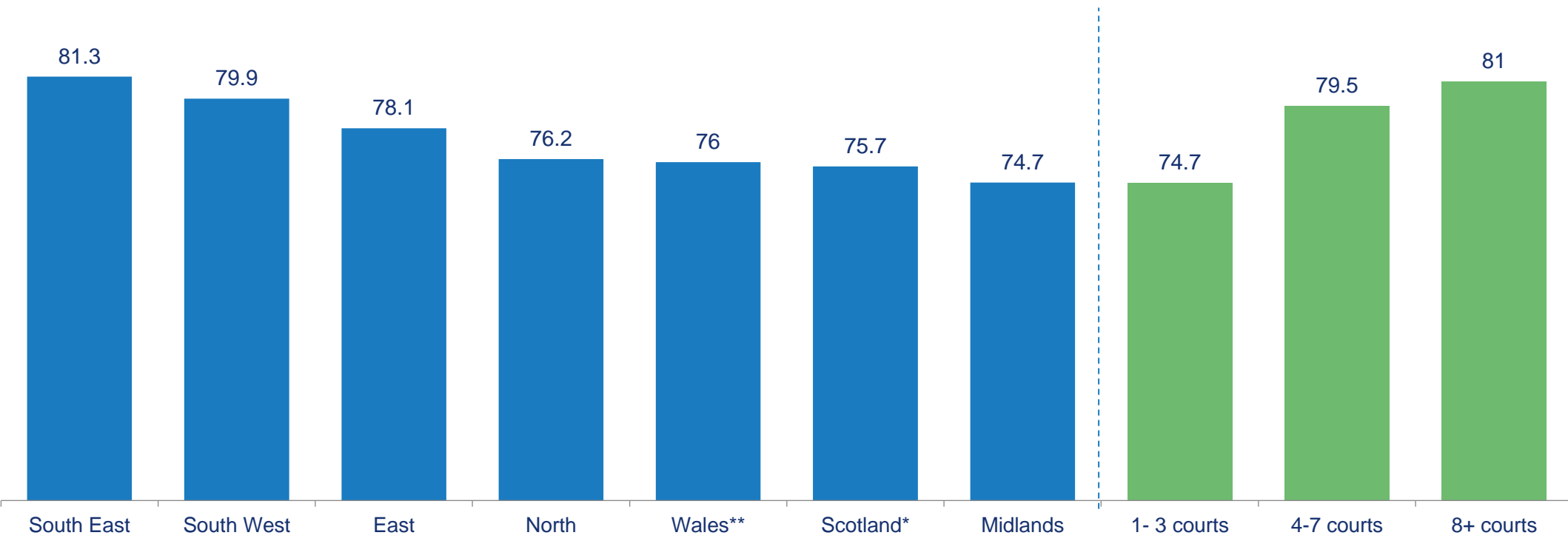
How would you rate the **current** health/state of your tennis club in regards to the following measures? 1= not healthy at all and 5 = very healthy

	1 = not healthy at all	2	3	4	5 = very healthy
Financial Stability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governance and Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Membership Growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Membership Retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Programming and Utilisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Each of the 5 core areas is worth 20%, meaning if a club scored 5 in each of the 5 areas, their club health would equate to 100%. If a club scored 3 in each of the 5 areas, their club health score would be 60%.

LARGER CLUBS, AND THOSE IN THE SOUTH OF ENGLAND ARE MOST POSITIVE ABOUT THEIR HEALTH

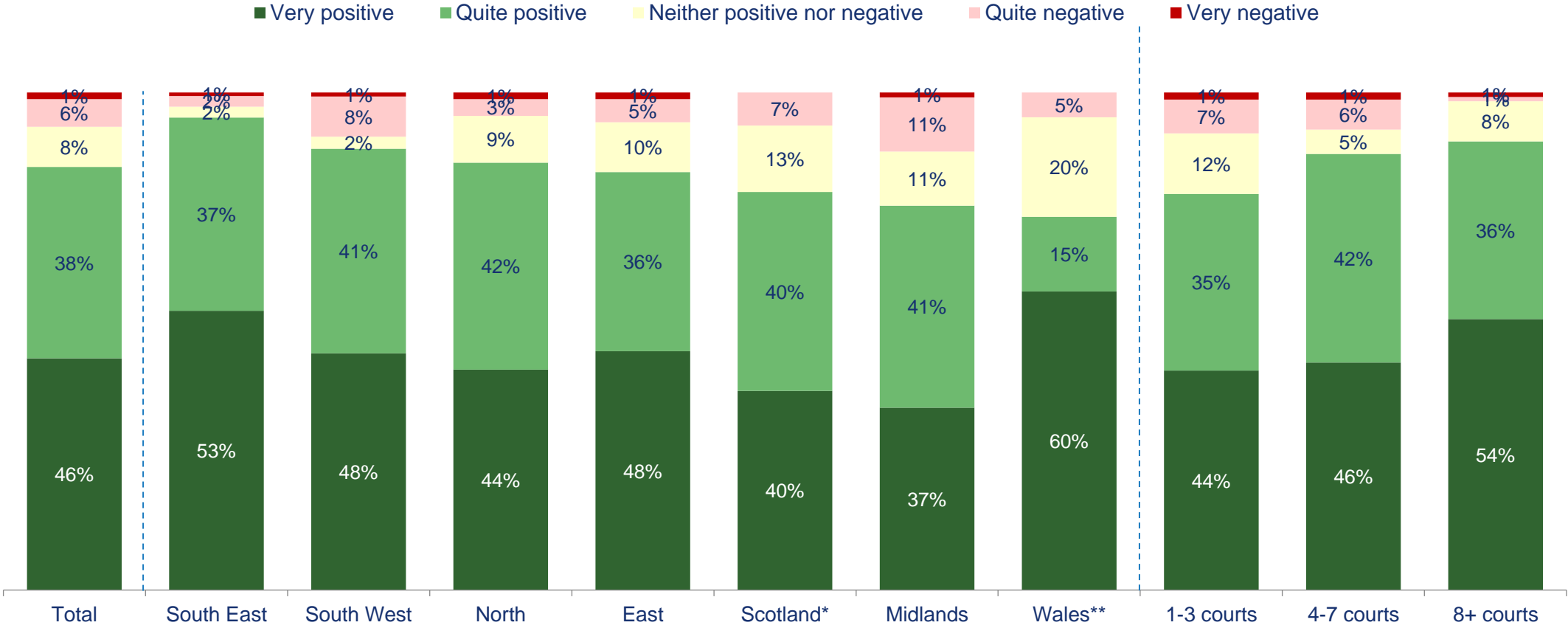
Club Health by Region and Number of Courts



How would you rate the current health/state of your tennis club in regards to the following measures?
East (150), Midlands (101), North (145), Scotland (45)* low base, SE (146), SW (124), Wales (20)** CAUTION very low base,
1-3 courts (279), 4-7 courts (349), 8+ courts (112)

THERE IS A SIMILAR PICTURE WHEN CLUBS LOOK FORWARD TO THE FUTURE, WITH THE LARGER CLUBS, AND THOSE IN THE SE AND SW MORE OPTIMISTIC ABOUT THE FUTURE THAN OTHERS

Positivity about future of Club



And how positive or negative do you feel about the future for your tennis club?
 Total (742) East (150), Midlands (101), North (145), Scotland (45)* low base, SE (146), SW (124), Wales (20)** CAUTION very low base,
 1-3 courts (279), 4-7 courts (349), 8+ courts (112)

THOSE WHO ARE POSITIVE ABOUT THE FUTURE TALK MORE ABOUT GOVERNANCE, COACHES AND COMMUNITY/INCLUSIVITY

Reasons for Sentiment About Future of Club (Text Analysis)

Reasons for sentiment	Very positive + Quite positive (612)
Membership / numbers	60%
Courts / Facilities	33%
Committee / Chair	29%
Financial / funds / costs	22%
Coaches	22%
Young / youth / juniors	19%
Community / diverse / inclusive / friendly	15%
Volunteers	9%
Small	7%
Well run / managed / generally doing OK	7%
LTA	3%
Land / legal / political issues	3%

New committee, focused on a common goal to improve our visibility and welcome new members

We are a thriving club with good courts, new LED lights, and a clubhouse being refurbished

We are attracting some new dynamic members who are keen to make the club work. We have a highly valued Head Coach who we have a good relationship with.

FINANCES, FACILITIES, AND LEGAL AND POLITICAL ISSUES ARE MENTIONED MORE BY THOSE WITH A NEGATIVE OUTLOOK

Reasons for Sentiment About Future of Club (Text Analysis)

Reasons for sentiment	Neither positive nor negative (54)	Quite negative + Very negative (51)
Membership / numbers	59%	63%
Courts / Facilities	15%	41%
Committee / Chair	17%	8%
Financial / funds / costs	22%	29%
Coaches	7%	14%
Young / youth / juniors	22%	22%
Community / diverse / inclusive / friendly	9%	6%
Volunteers	17%	18%
Small	15%	20%
Well run / managed / generally doing OK	4%	0%
LTA	11%	18%
Land / legal / political issues	4%	12%

It is a small village club that pays its way. We are unlikely to be able to increase membership significantly but as long as we can cover our costs there won't be a problem

Our courts are in need of resurfacing and the finances are not available. Costs are going up all the time and we have also been detrimentally affected by the energy crisis.

FINDING SUPPORT

WHERE DO YOU GO?

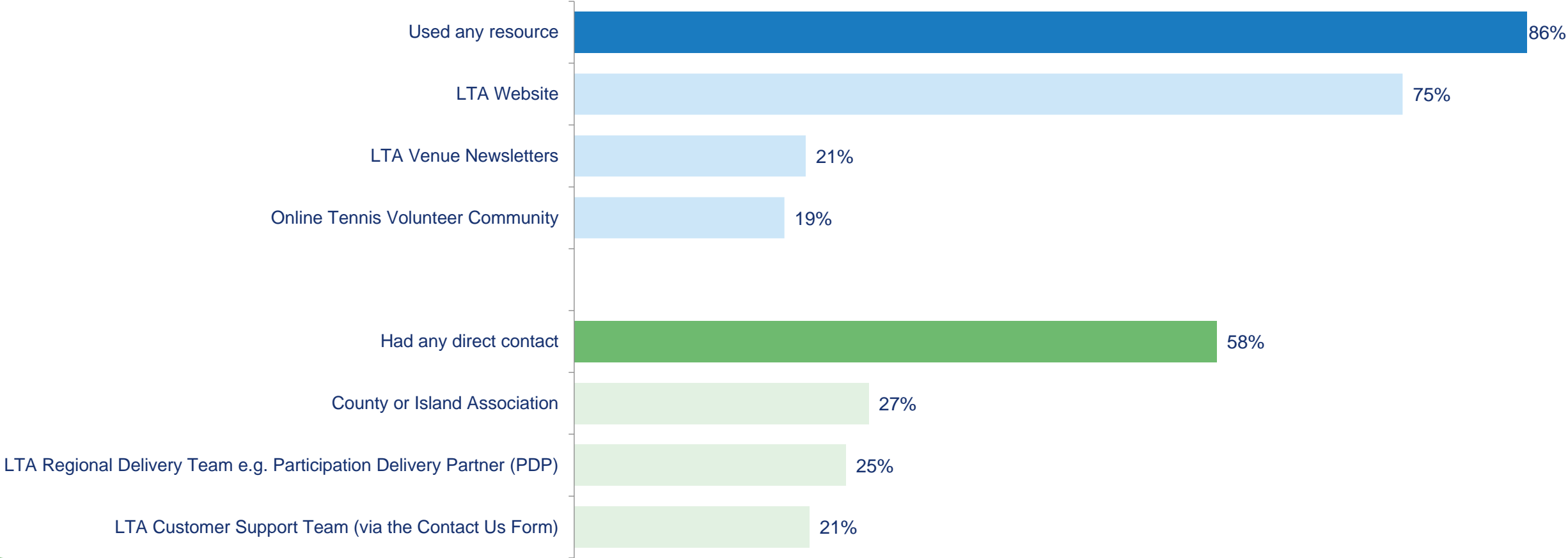
We offer support to clubs and volunteers in a couple of ways:

- via self-serve channels such as the website, regular newsletters and the tennis volunteer online community (a Facebook group led by volunteers, supported by the LTA)
- via direct support from people within the National, County and Island Associations, LTA Regional Delivery Team or LTA Customer Support Team

It's helpful for us to understand where you go and how effective each aspect is.

THE LTA WEBSITE WAS THE MOST FREQUENTLY USED COMMUNICATION CHANNEL, WITH JUST OVER HALF HAVING HAD SOME TYPE OF DIRECT CONTACT WITH THE LTA

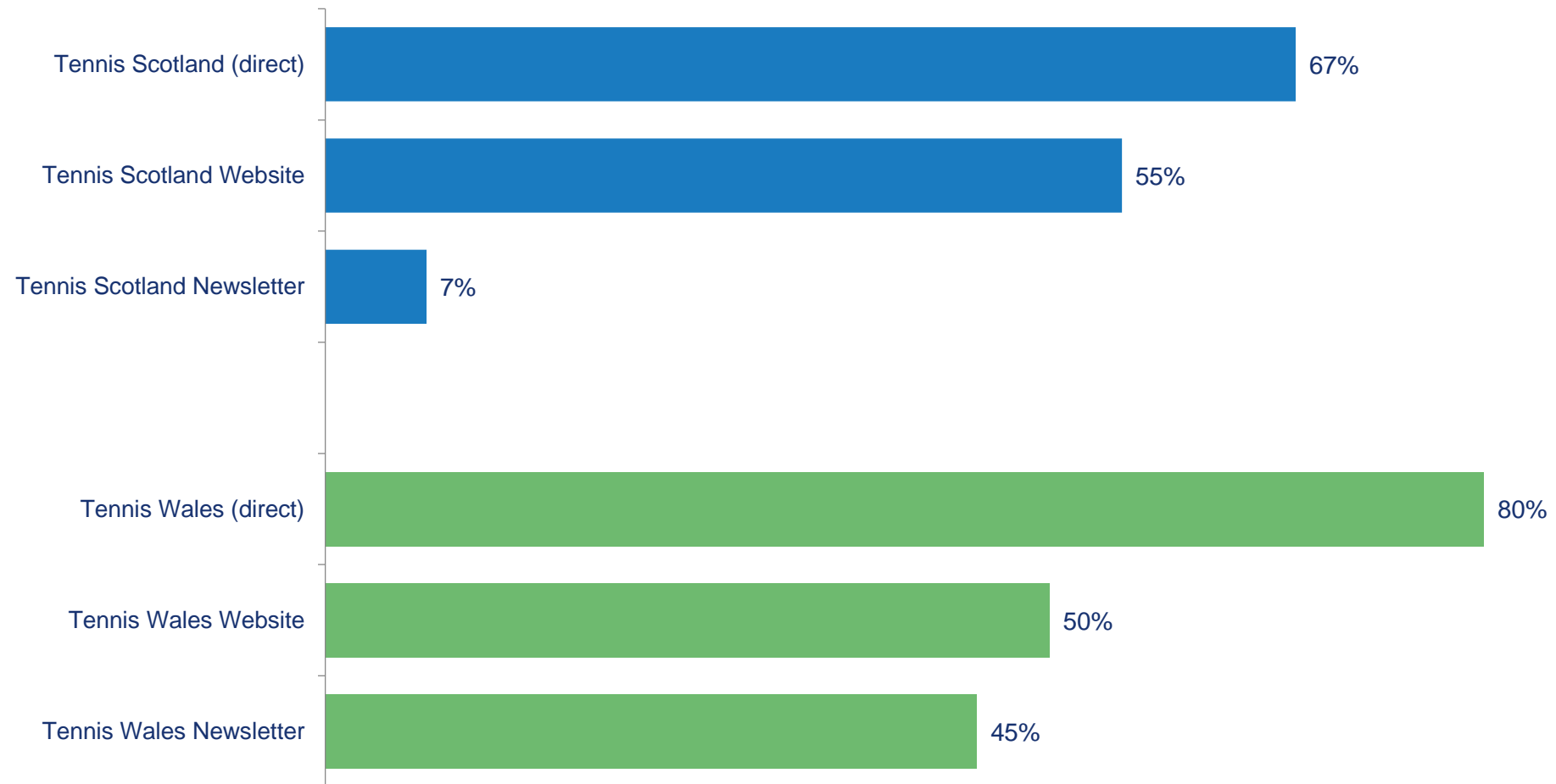
Contact and Resources Used for Club (all GB)



Has your club had any direct contact with representatives from any of the following over the past 6 months?
And has your club used any of the following resources to look for information / support over the past 6 months?
Base: all responding to club health questions (730)

MOST CLUBS IN WALES / SCOTLAND SAID THEY HAD SOME DIRECT CONTACT WITH THE RESPECTIVE NATIONAL BODY

Contact and Resources Used for Club (All in Scotland / All in Wales)



Has your club had any direct contact with representatives from any of the following over the past 6 months?
And has your club used any of the following resources to look for information / support over the past 6 months?
Base: all responding to club health questions in Scotland (45) / Wales (20) NOTE LOW BASE SIZES – USE RESULTS WITH CAUTION

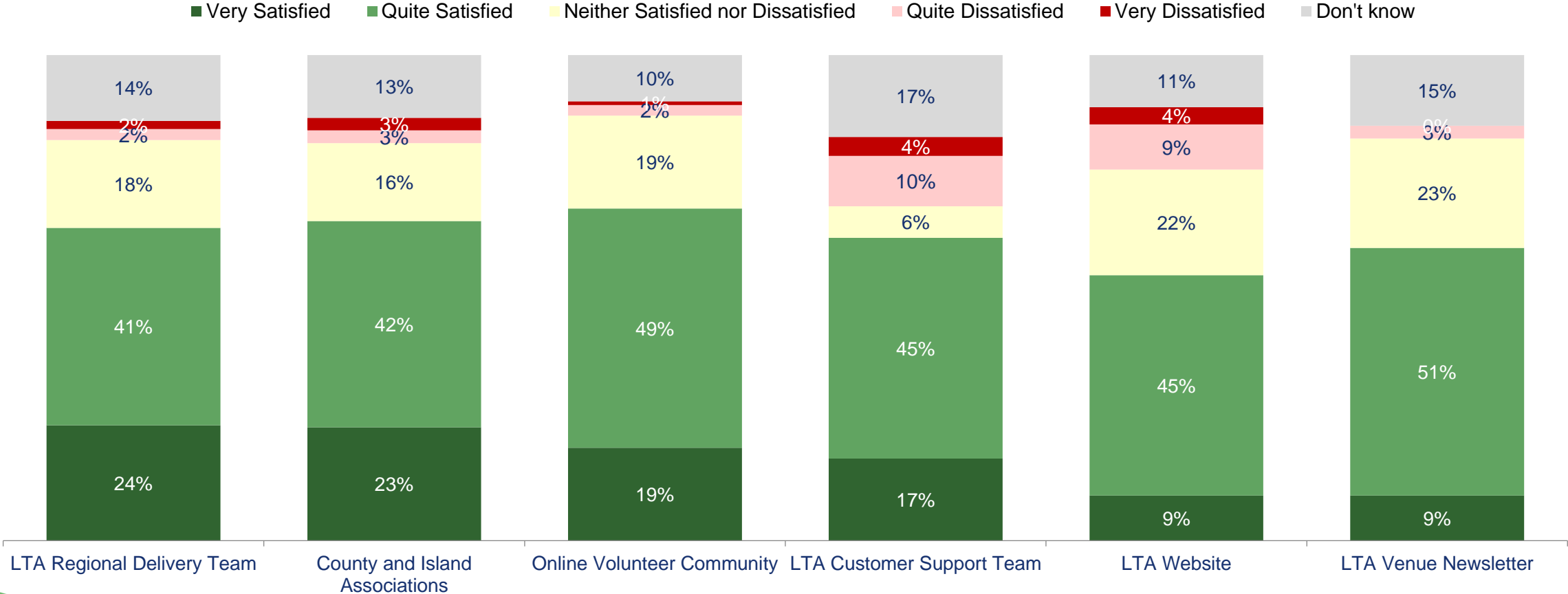
AS WOULD BE EXPECTED, THOSE WITH MORE RESPONSIBILITY FOR CLUB/LTA COMMUNICATIONS TEND TO HAVE MORE CONTACT ACROSS ALL CHANNELS

	Committee Member / Answered Club Health				Non Committee Member or didn't answer club health (135)
	Do this most often for club (138)	One of a number who generally do this (161)	Do this occasionally, others do it more (127)	Little or no contact with LTA (206)	
LTA Website	74%	87%	76%	66%	55%
County or Island Association	38%	35%	20%	19%	12%
LTA Regional Delivery Team e.g. PDP	36%	29%	31%	12%	10%
Online Tennis Volunteer Community	28%	19%	18%	14%	11%
LTA Venue Newsletters	28%	27%	21%	14%	18%
LTA Customer Support Team (via the Contact Us Form)	26%	26%	18%	16%	17%

Has your club had / have you personally had any direct contact with representatives from any of the following over the past 6 months?
And has your club / have you used any of the following resources to look for information / support over the past 6 months?

VOLUNTEERS ARE MORE LIKELY TO BE SATISFIED THAN DISSATISFIED WITH ALL CHANNELS, THOUGH THEY ARE LESS POSITIVE ABOUT THE WEBSITE AND NEWSLETTER THAN OTHER CONTACT OPTIONS

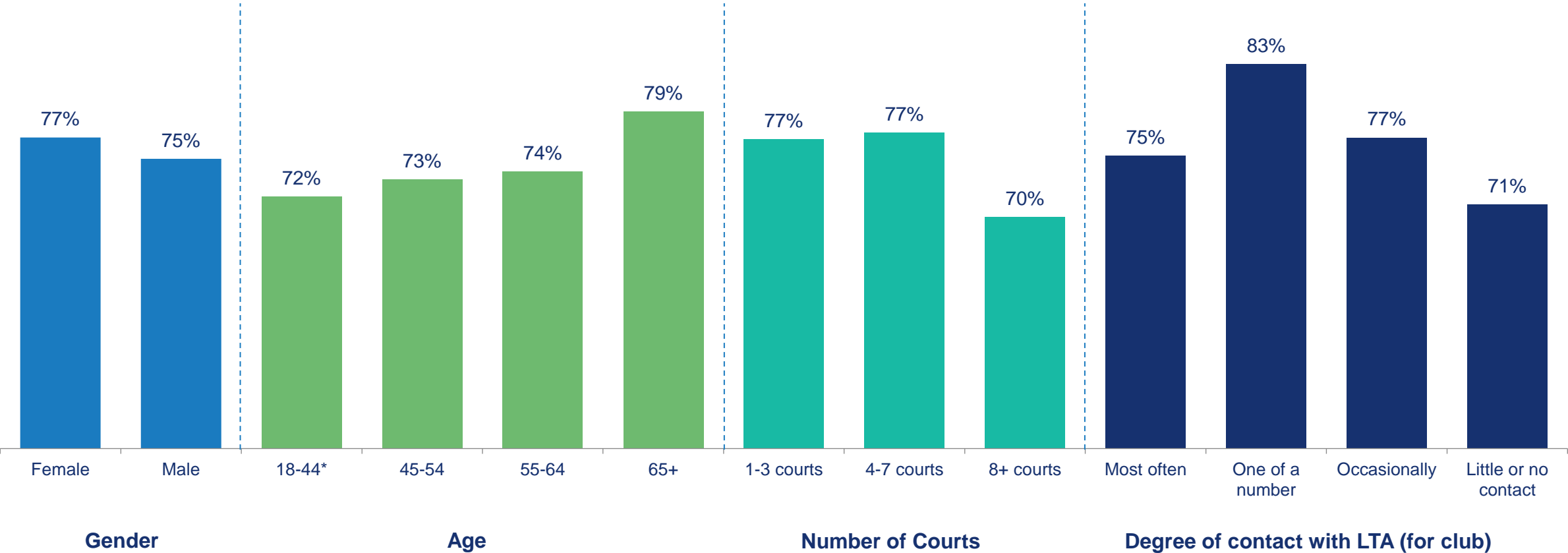
Satisfaction with Points of Contact



How satisfied are you with the information and support that your club has received from each of the following?
All who used each source (n=136 – 538)

THE MOST ENGAGED GROUPS ARE WOMEN, OLDER VOLUNTEERS, THOSE IN SMALLER CLUBS AND THOSE WITH AT LEAST SOME RESPONSIBILITY FOR LTA CONTACT

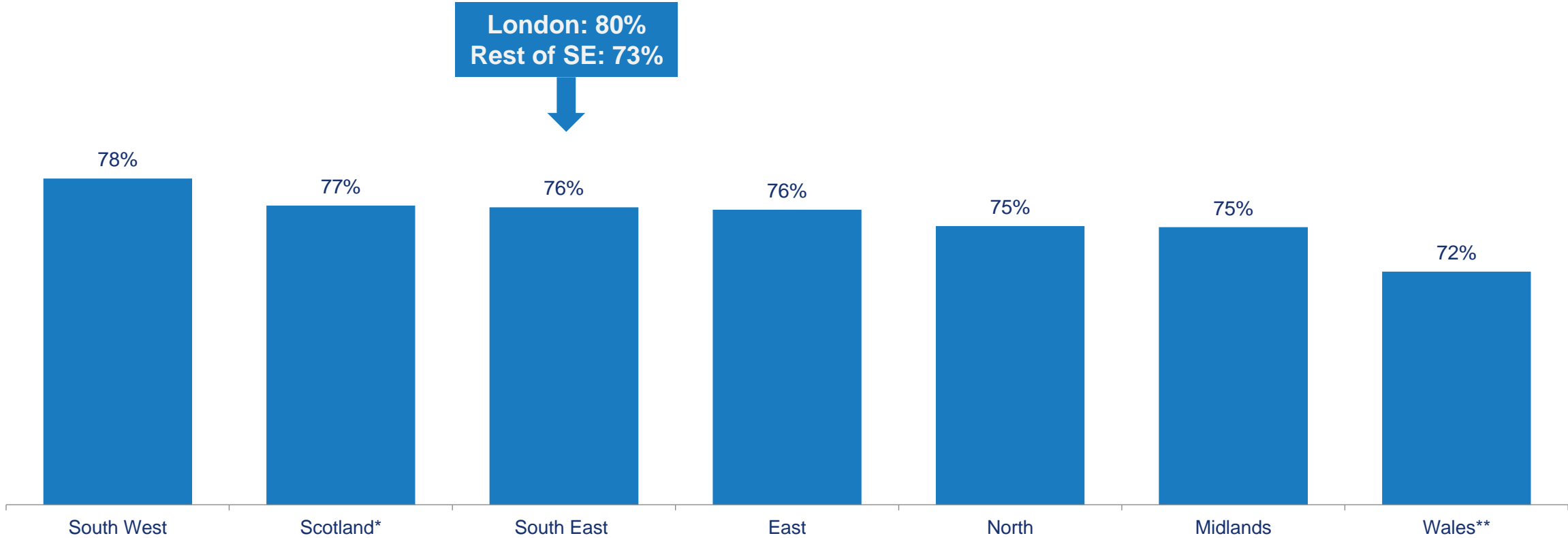
Volunteer Engagement by Characteristic



To what extent do you agree or disagree with the following?
 How valued do you feel as a volunteer by the following?
 Base: All respondents excluding don't know
 Female (499), Male (438), 18-44 (63)* low base, 45-54 (136), 55-64 (324), 65+ (412), Most often (145), one of a number (181), occasionally (144), little or no (270)

THERE IS RELATIVELY LITTLE VARIATION IN SENTIMENT ACROSS THE COUNTRY BY REGION (THOUGH WITHIN THE SOUTH EAST, SOME DIFFERENCE BETWEEN LONDON AND OTHER AREAS)

Volunteer Engagement by Region



To what extent do you agree or disagree with the following?
How valued do you feel as a volunteer by the following?
Base: All respondents excluding don't know
Total SE c.160, East (183), London (91), Midlands (138), Scotland (58)* low base, Rest of SE (95), South West (158), Wales (25)** very low base CAUTION

HOT TOPIC FINDINGS

CLUB & COACH RELATIONSHIPS

We decided to do a deep dive on this topic during the first quarter of the year, as we know both clubs and coaches can find this area difficult to navigate.

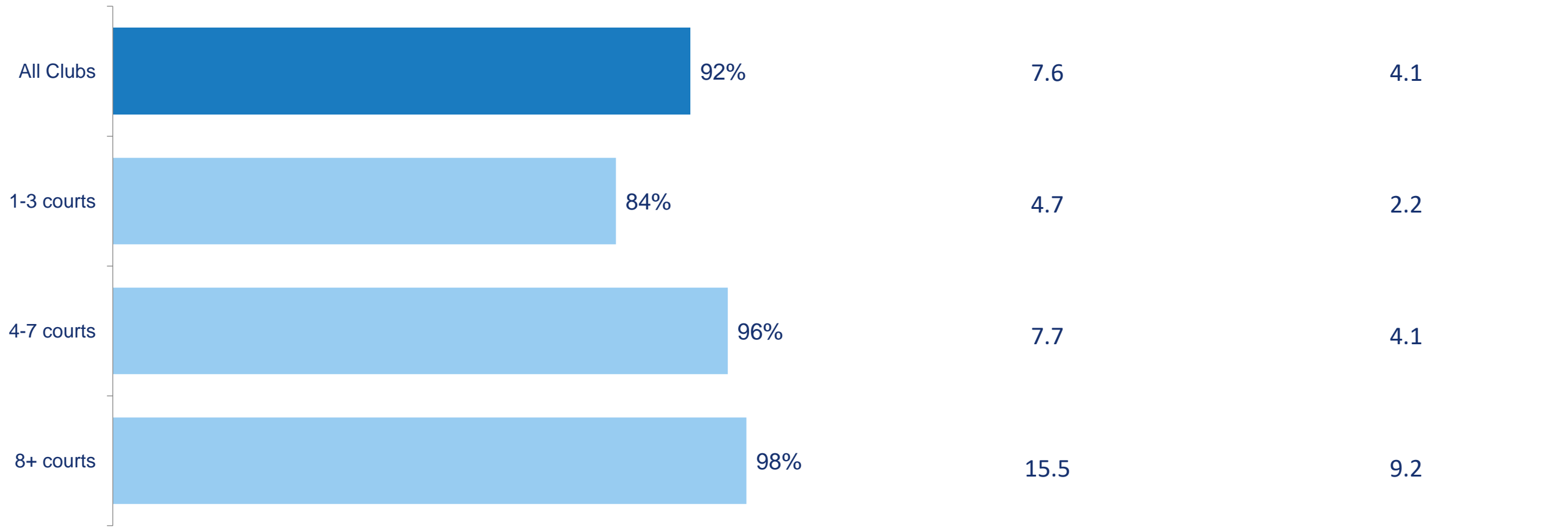
Based on our analysis of successful clubs, a harmonious relationship between club and coach is key. Ensuring the club and coach are aligned behind a clear purpose and plan, each understanding the role they play in delivering that plan, is crucial to the long-term success of the club and the programme.

MOST CLUBS HAVE SOME FORM OF COACHING PROVISION AND OFFER BOTH JUNIOR AND ADULT COACHING – THOUGH 1 IN 6 OF SMALL CLUBS (1-3 COURTS) DO NOT CURRENTLY HAVE A COACH

Whether club has a professional coach/ coaching provision

Junior coaching sessions per week

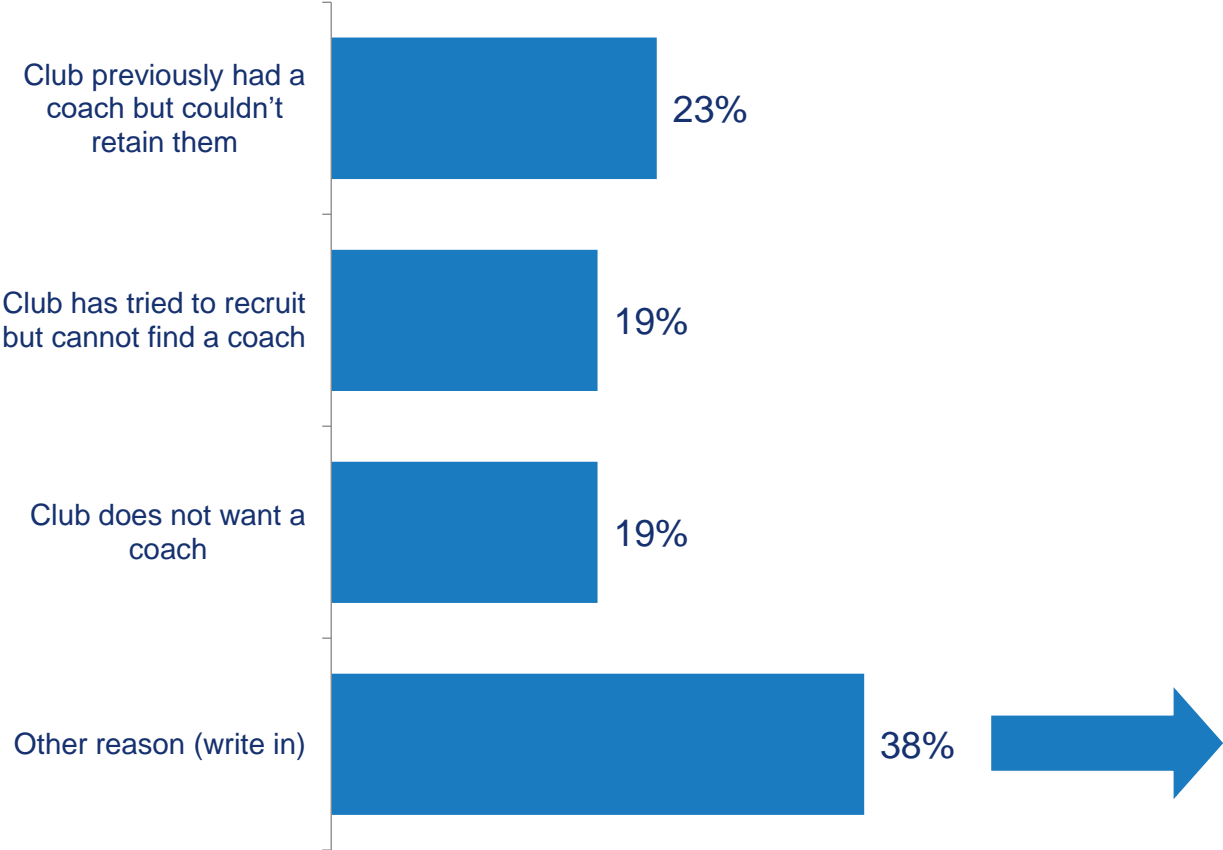
Adult coaching sessions per week



Does your club currently have a professional coach/coaching provision?
 All responding to club health section - Total (712), 1-3 courts (269), 4-7 courts (337), 8+ courts (105)
 On average, how many group coaching sessions do you offer each week?
 All with coaching provision Total (522), 1-3 courts (190), 4-7 courts (253), 8+ courts (70)
 Based on all who offer at least one session

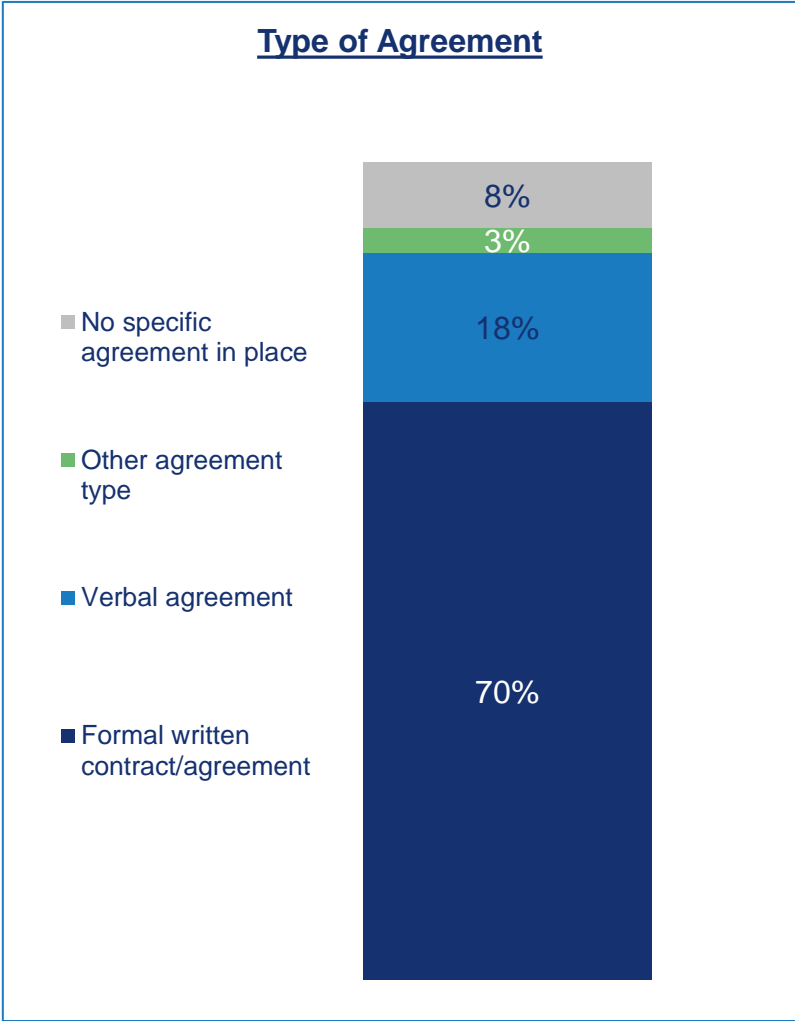
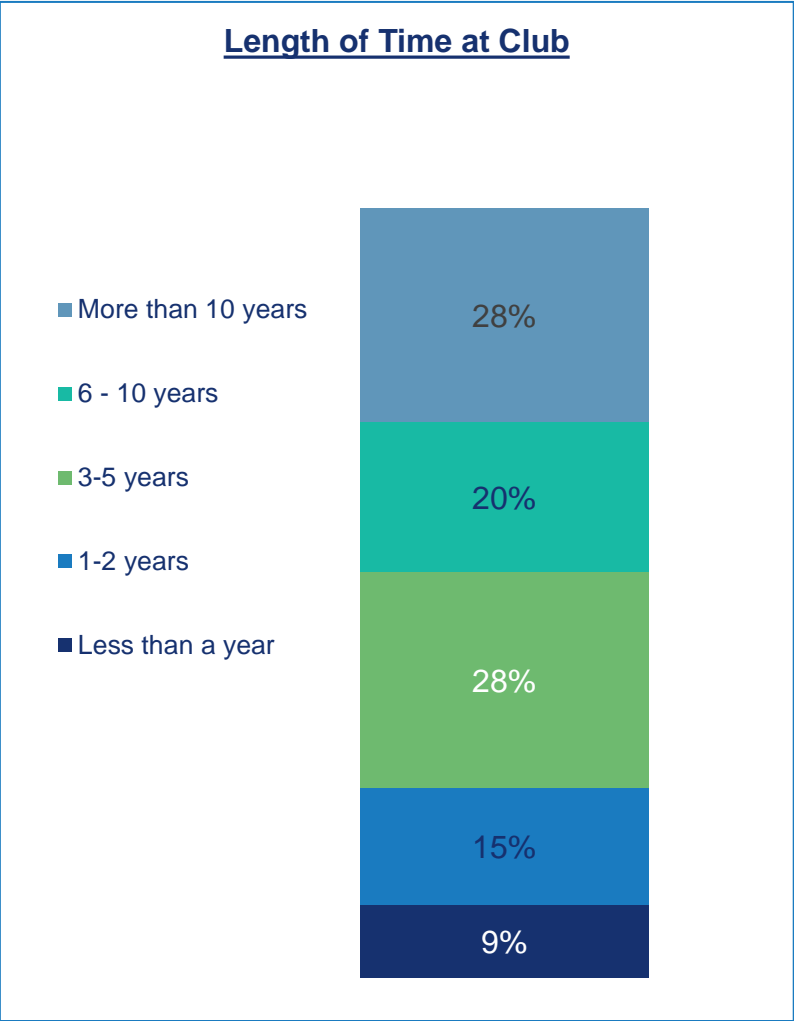
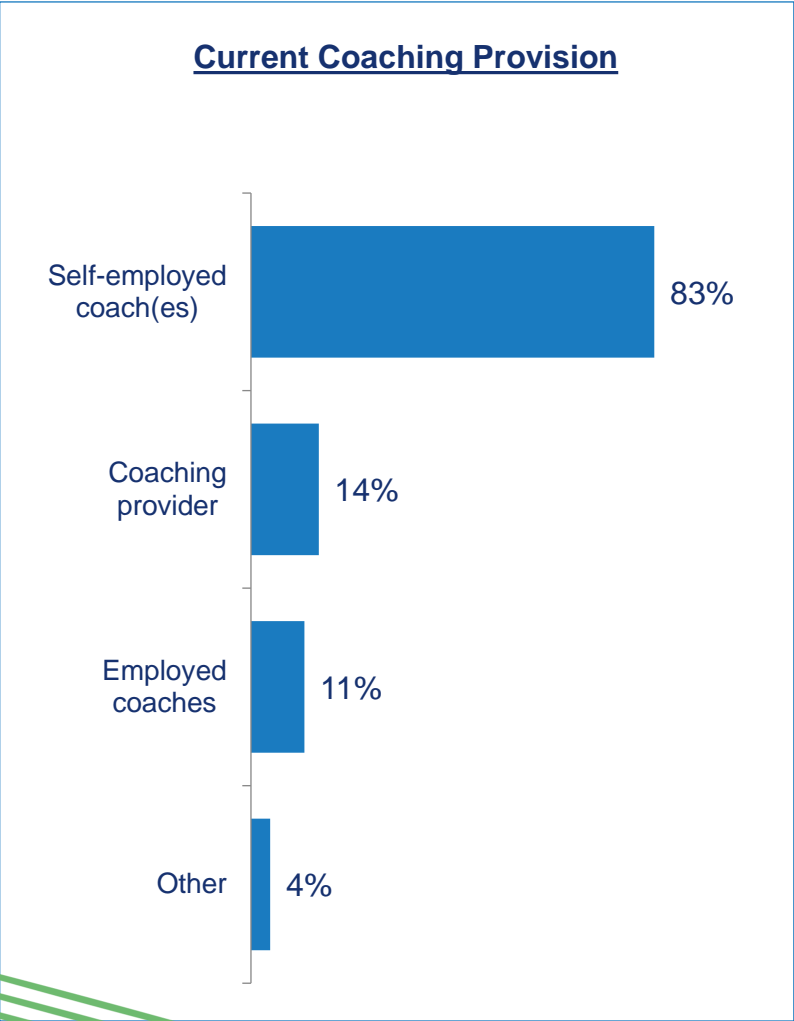
AMONG THOSE WHO DON'T CURRENTLY HAVE A COACH, REASONS ARE SPLIT BETWEEN THOSE WHO DON'T WANT OR NEED ONE (DUE TO SIZE), AND THOSE WHO HAVE TRIED/ARE TRYING TO RECRUIT

Reasons why club doesn't have a coach



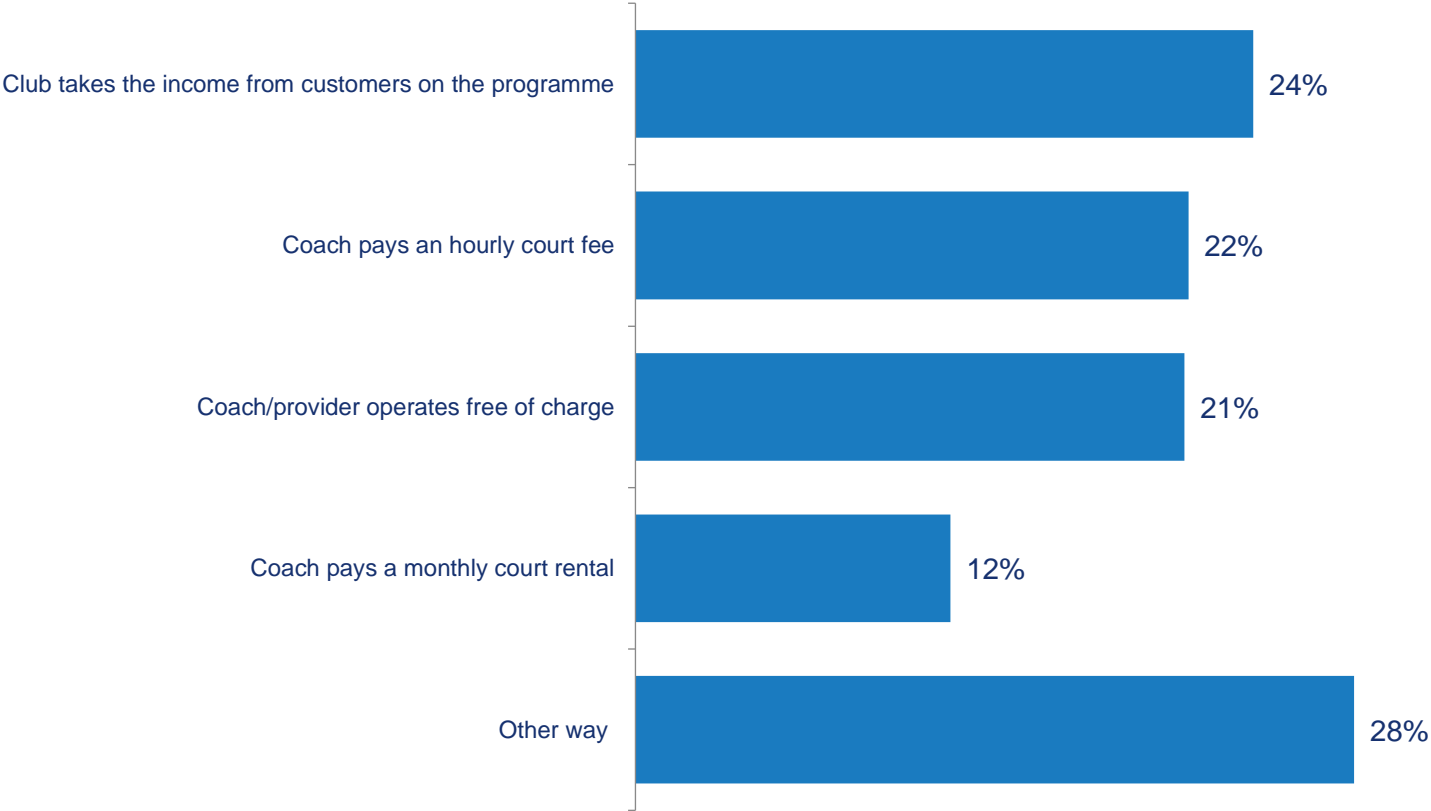
- Club is too small to support our own coach. We have found a visiting coach who will provide some lessons in April.
- Currently interviewing applicants as previous company has left.
- Grass courts no coaching when wet so no coach
- Have a sister club with better surface for coaching
- Illness
- Just lost our coach (this week)
- Lack of facilities is preventing any development
- Little demand
- Much too small
- Not Clubspark accredited.
- Not enough members
- Recent coach has left, hopefully a new coach soon
- Small club with small resources
- Venue has its own coaches doing its own sessions. No other coaching allowed.
- We are too small to support our own coach and so rely on bigger clubs in the area to support us
- We can sub contract a coach when required
- We have a gentleman who is finishing his coaching certificate
- We want a coach who will add value to our club and not one who is only interested in how much money they can make from coaching

MOST COACHES ARE SELF-EMPLOYED, HAVE BEEN WITH THEIR CLUB 3+ YEARS, AND HAVE A FORMAL AGREEMENT IN PLACE



...THOUGH INCOME MECHANISMS VARY WIDELY

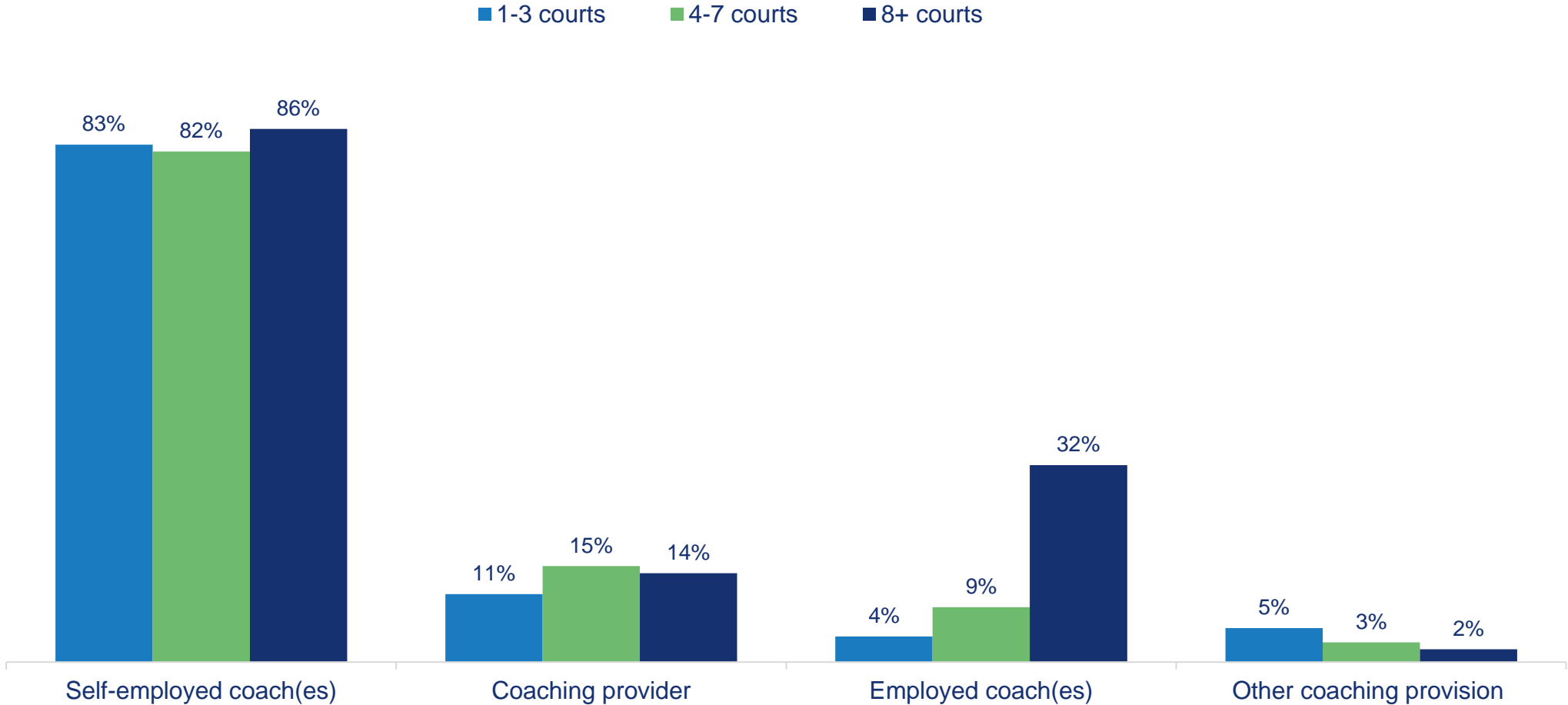
Income Generation



What professional coaching provision does your club have in place? (637)
How long has the current coach/coaching provider been working at the club? (624)
What type of agreement is in place with the (head) coach/coaching provider? (569)
How does your club generate income from the coach/coaching provider? (633)

SELF-EMPLOYMENT IS THE DOMINANT EMPLOYMENT MODEL, THOUGH 1 IN 3 LARGER CLUBS EMPLOYS COACHES DIRECTLY

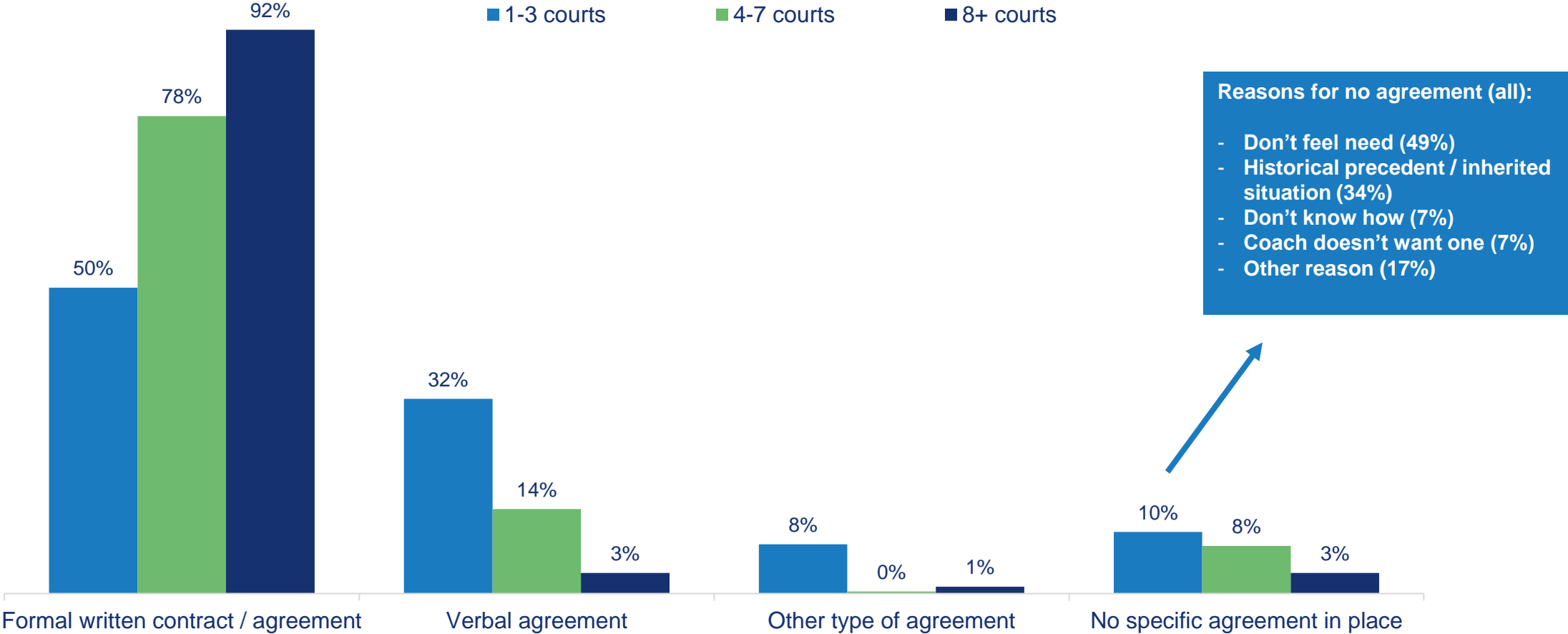
Current Coaching Provision – Employment Status by Club Size



What professional coaching provision does your club have in place?
1-3 courts (220), 4-7 courts (318), 8+ courts (98)

ALMOST ALL LARGER CLUBS HAVE A FORMAL AGREEMENT WITH THEIR COACH/PROVIDER, WHEREAS SMALLER CLUBS ARE MORE LIKELY TO HAVE AN INFORMAL AGREEMENT IN PLACE

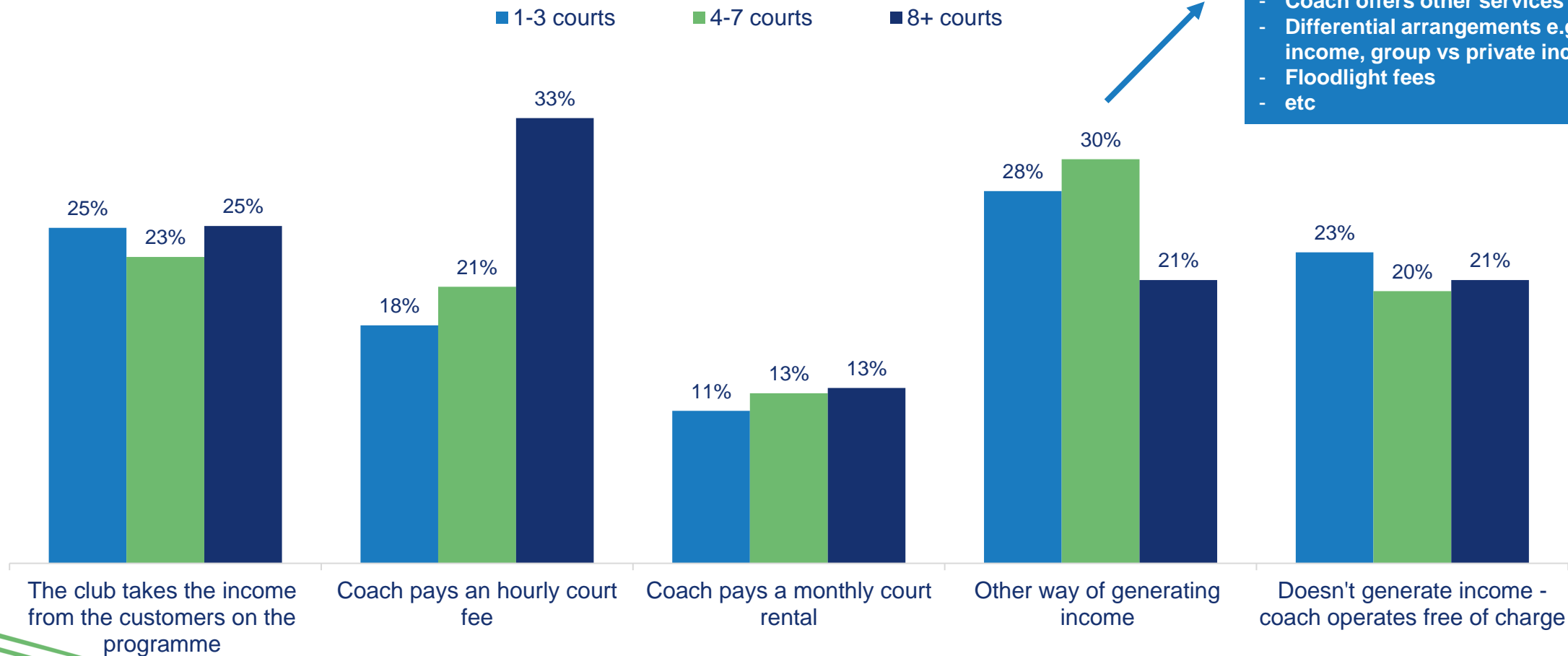
Type of Agreement with Coach / Provider – by Club Size



What type of agreement is in place with the (head) coach/coaching provider? 1-3 courts (198), 4-7 courts (282), 8+ courts (89)

THERE ARE A VARIETY OF MECHANISMS FOR GENERATING INCOME FROM COACHES, THOUGH LARGER CLUBS ARE MORE LIKELY THAN OTHERS TO HAVE AN HOURLY FEE ARRANGEMENT

How Income is Generated – by Club Size

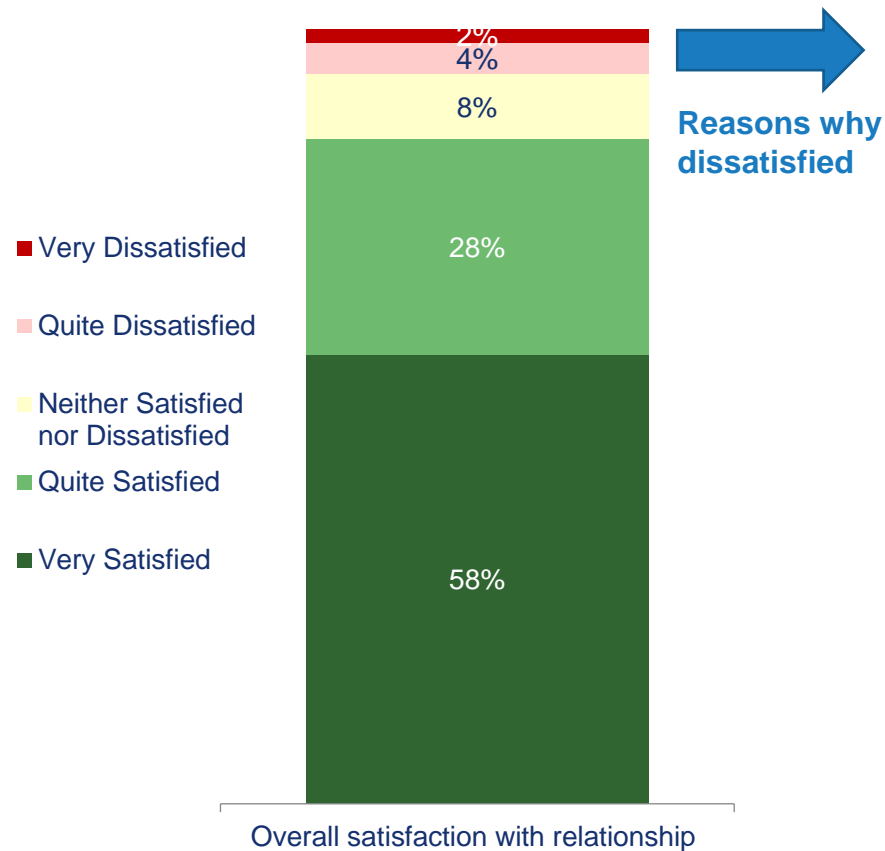


“Other” mentions include:

- Membership fees
- A percentage share
- Coach offers other services in lieu of payment
- Differential arrangements e.g. non-member income, group vs private income
- Floodlight fees
- etc

MOST CLUBS ARE SATISFIED WITH THE RELATIONSHIP THEY HAVE WITH THEIR COACH, WHERE DISSATISFACTION EXISTS, IT LARGELY RELATES TO DIFFERING EXPECTATIONS OF ROLE AND FINANCIAL RETURN

Overall satisfaction with coaching relationship



The coach does no work at all with the club members, adult or junior

Their admin and contact is lacking and they don't engage with schools or wider community. They are not increasing our membership

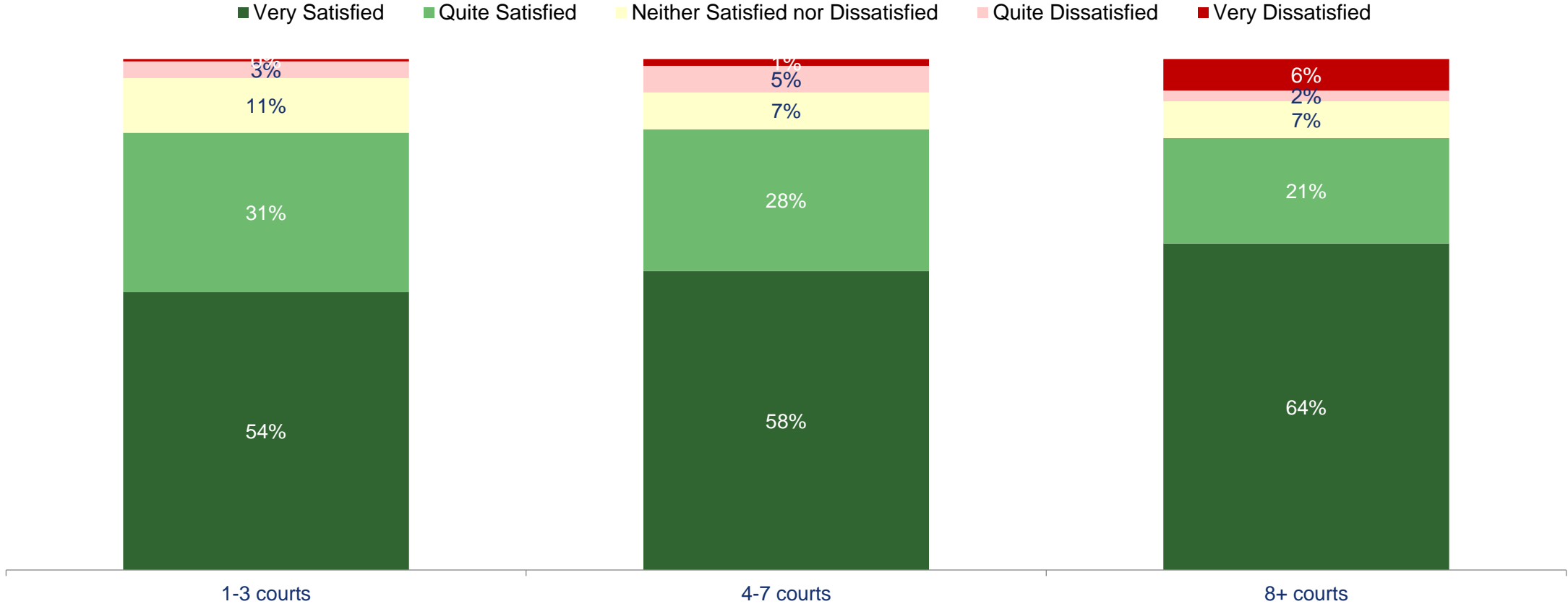
The relationship is very difficult as we have a coach who believes that we do not support despite reassurance and actions to the contrary. They do not appreciate that we are providing the courts and facility to enable them to conduct their business and that we are volunteers.

The deal is loaded in the coaches favour. Good luck to him but it needs adjustment. Paid a retainer and he comes to a free place of work to generate more income for himself - an unbalanced deal.

Sadly the provider feels unfairly treated but the Committee have always looked at the best ways to work together.

THOSE INVOLVED WITH LARGER CLUBS TEND TO BE MORE SATISFIED WITH THE COACHING RELATIONSHIP

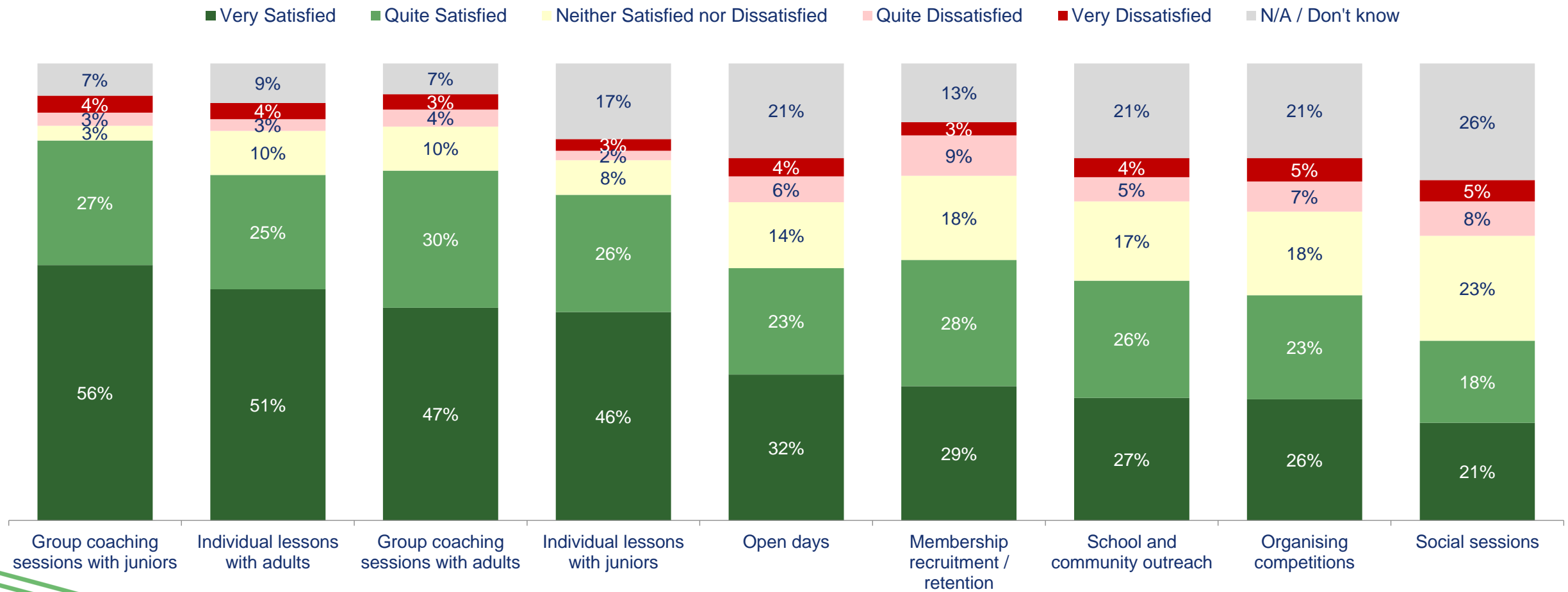
Overall satisfaction with coaching relationship



Overall, how satisfied are you with the relationship between your club and the coach(es)/coaching provider?
1-3 courts (215), 4-7 courts (306), 8+ courts (97)

CLUBS ARE HIGHLY SATISFIED WITH COACH GROUP AND INDIVIDUAL LESSON PROVISION, BUT LESS POSITIVE ABOUT OTHER ASPECTS

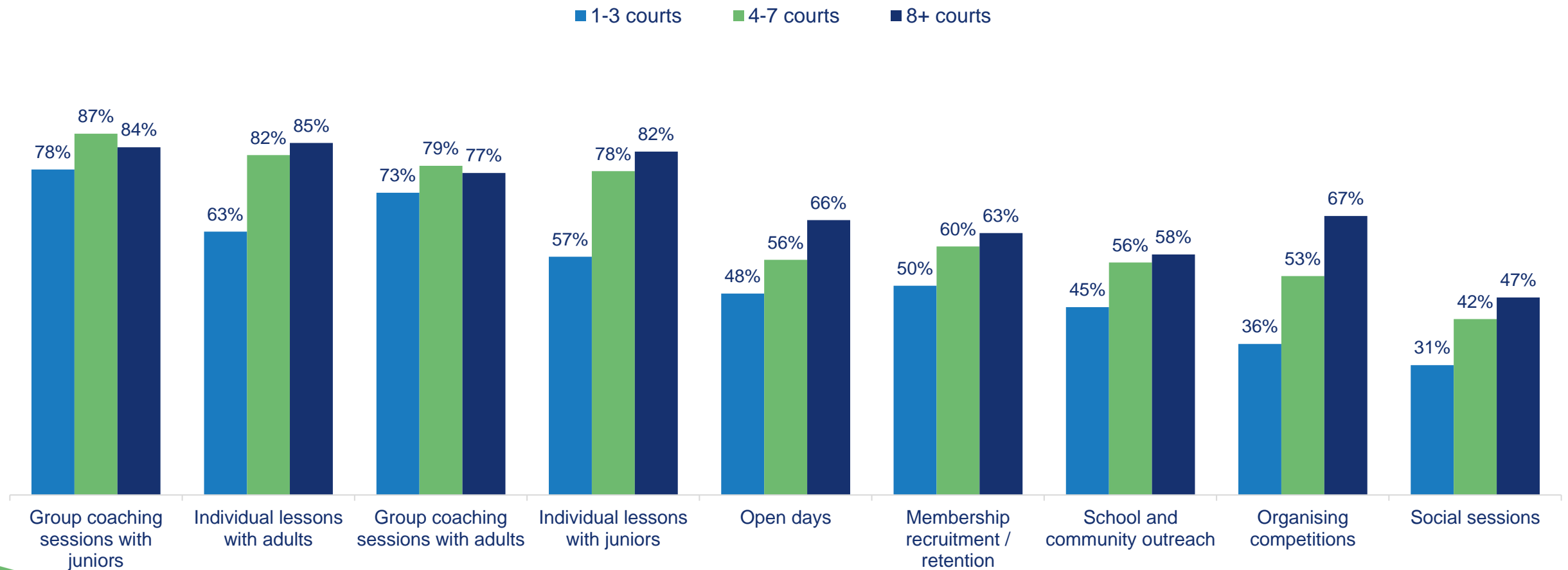
Satisfaction with Way Coaching Provider Supports Club



Q14 - How satisfied are you with the way your coach/coaching provider supports your club with each of the following? Base: All respondents (623)

LARGER CLUBS ARE CONSISTENTLY MORE SATISFIED THEN SMALLER CLUBS (THIS REFLECTS A HIGH SHARE OF N/A RESPONSES AMONG SMALLER CLUBS – ONLY A MINORITY REPORT DISSATISFACTION)

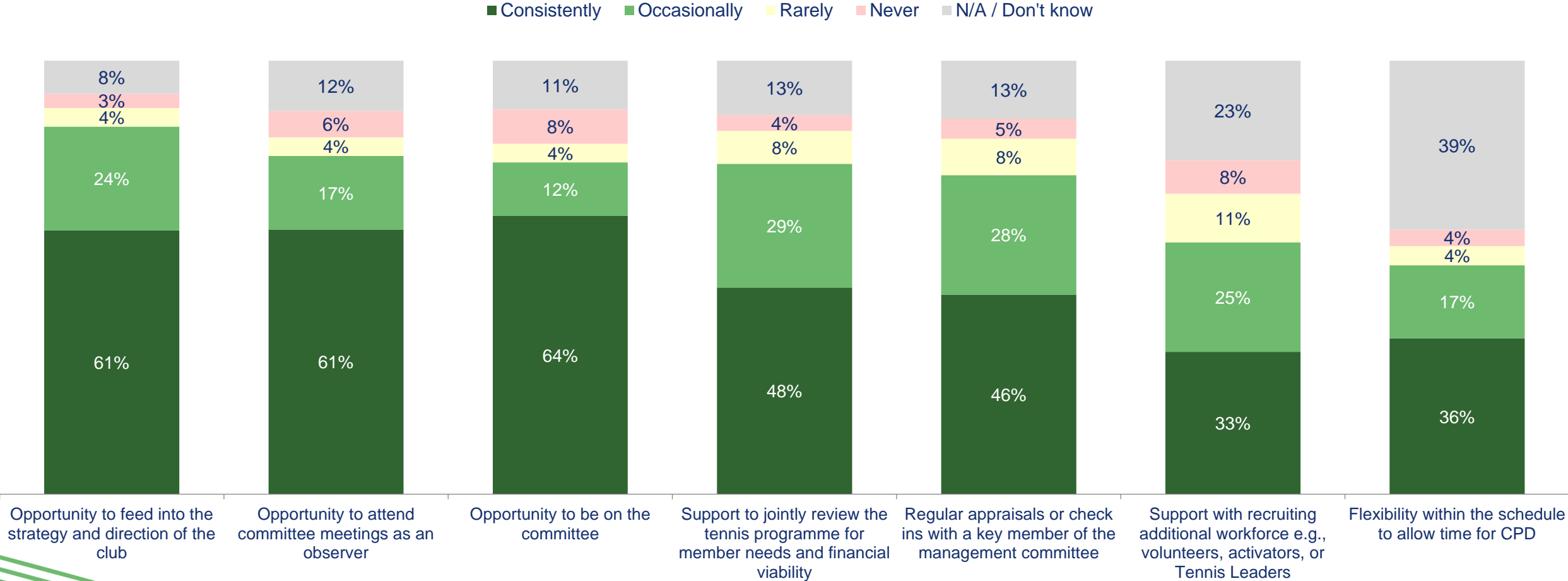
Satisfaction with Coaching Provision (Very + Quite Satisfied)



How satisfied are you with the way your coach/coaching provider supports your club with each of the following?
1-3 courts (215), 4-7 courts (310), 8+ courts (348)

WHILE MOST CLUBS SAY THEY GIVE COACHES THE OPPORTUNITY TO BE INVOLVED IN CLUB STRATEGIC DIRECTION / THE COMMITTEE, THERE IS LESS COLLABORATION IN OTHER AREAS

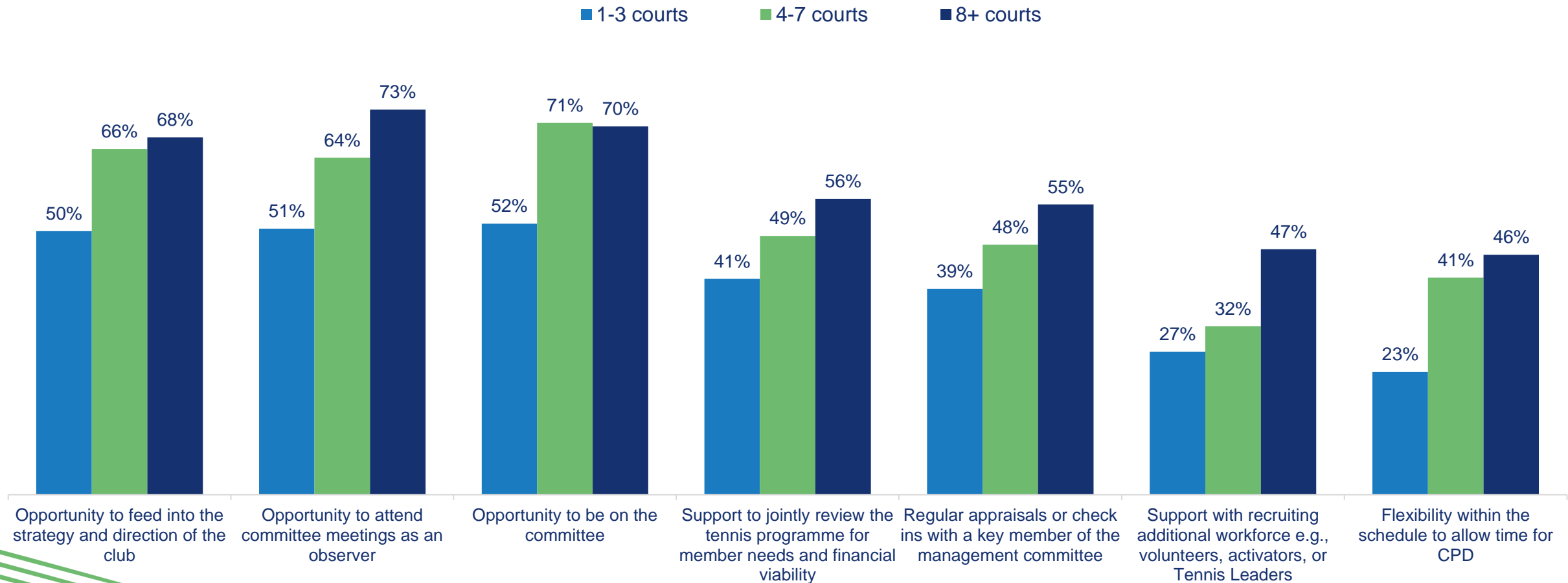
Extent to Which Club Supports Coach



To what extent does your club support your coach(es) in the following ways? All with coaching provision (606)

LARGER CLUBS ARE MORE LIKELY TO SUPPORT COACHES ACROSS ALL DIMENSIONS (THOUGH THIS MAY REFLECT WHAT IS PRACTICAL OR REQUIRED AT SMALLER CLUBS)

Club Support for Coaches



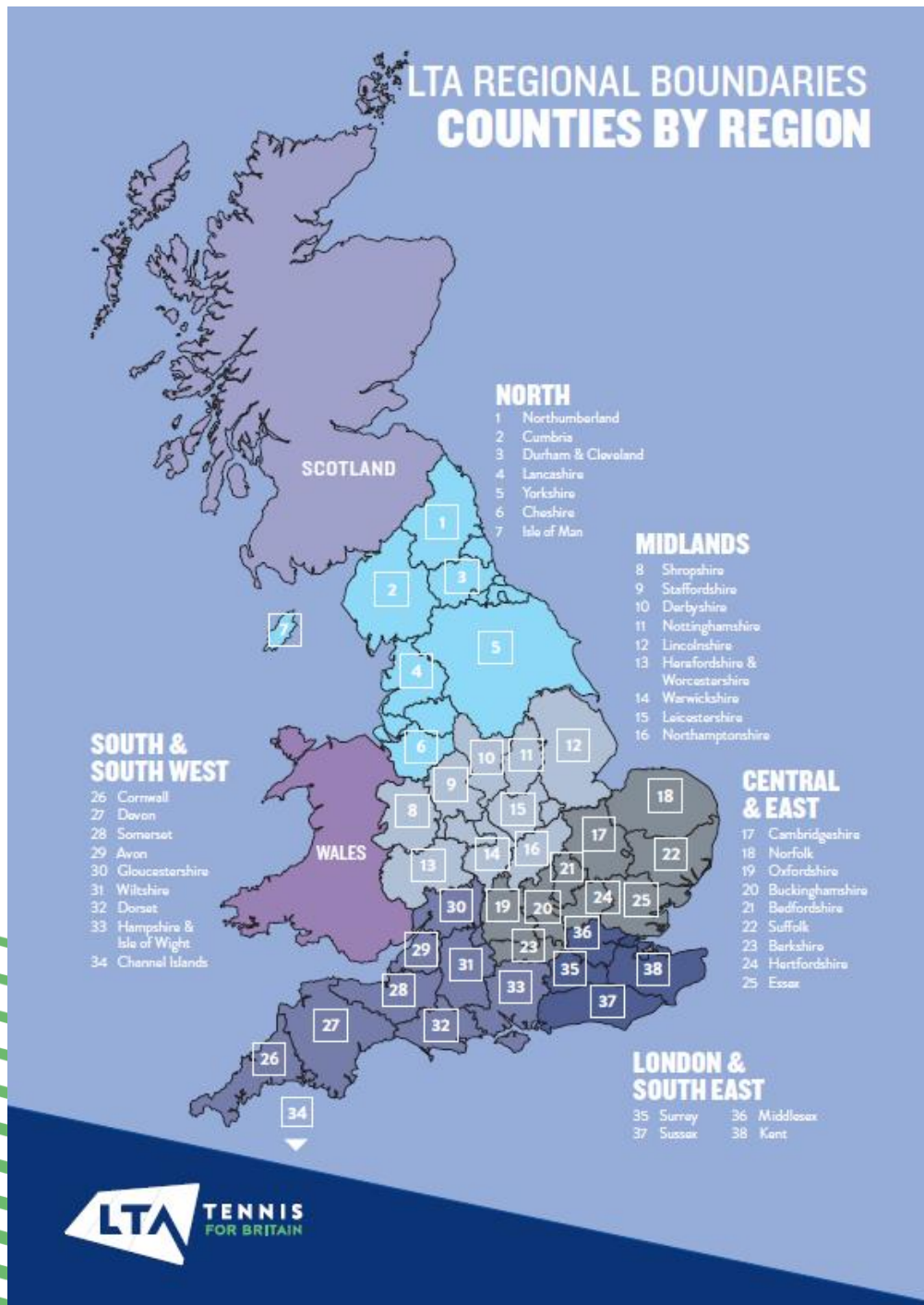
To what extent does your club support your coach(es) in the following ways? 1-3 courts (209), 4-7 courts (302), 8+ courts (94)

WHAT HAPPENS NEXT?

YOU SAID, WE DID...

We are often asked what we do with the information we get back from surveys. Everything we do to support you is informed by feedback we receive from clubs direct, either through these types of survey, via individuals working on behalf of the national, regional and county teams, or through our customer support centre.

From now on, we want to ensure that everyone completing the survey has access to the results. As well as helping us to improve our support, it may be helpful for you to see what is happening nationally.



DIRECT FOLLOW UP

Each region has an LTA Head of Region or Head of Participation in Scotland and Wales, and a team including Participation Development Partners (PDPs), and specialists to support you in areas such as workforce, competition, disability, community and safeguarding.

As well as support you and you club directly, these field based teams also set up network meetings and host webinars on key topics around club management.

Based on your responses, and where you have given permission, a member of the LTA Regional Team, Tennis Scotland or Tennis Wales may follow up with your club in the next few weeks.

CLUB AND COACH RELATIONSHIPS

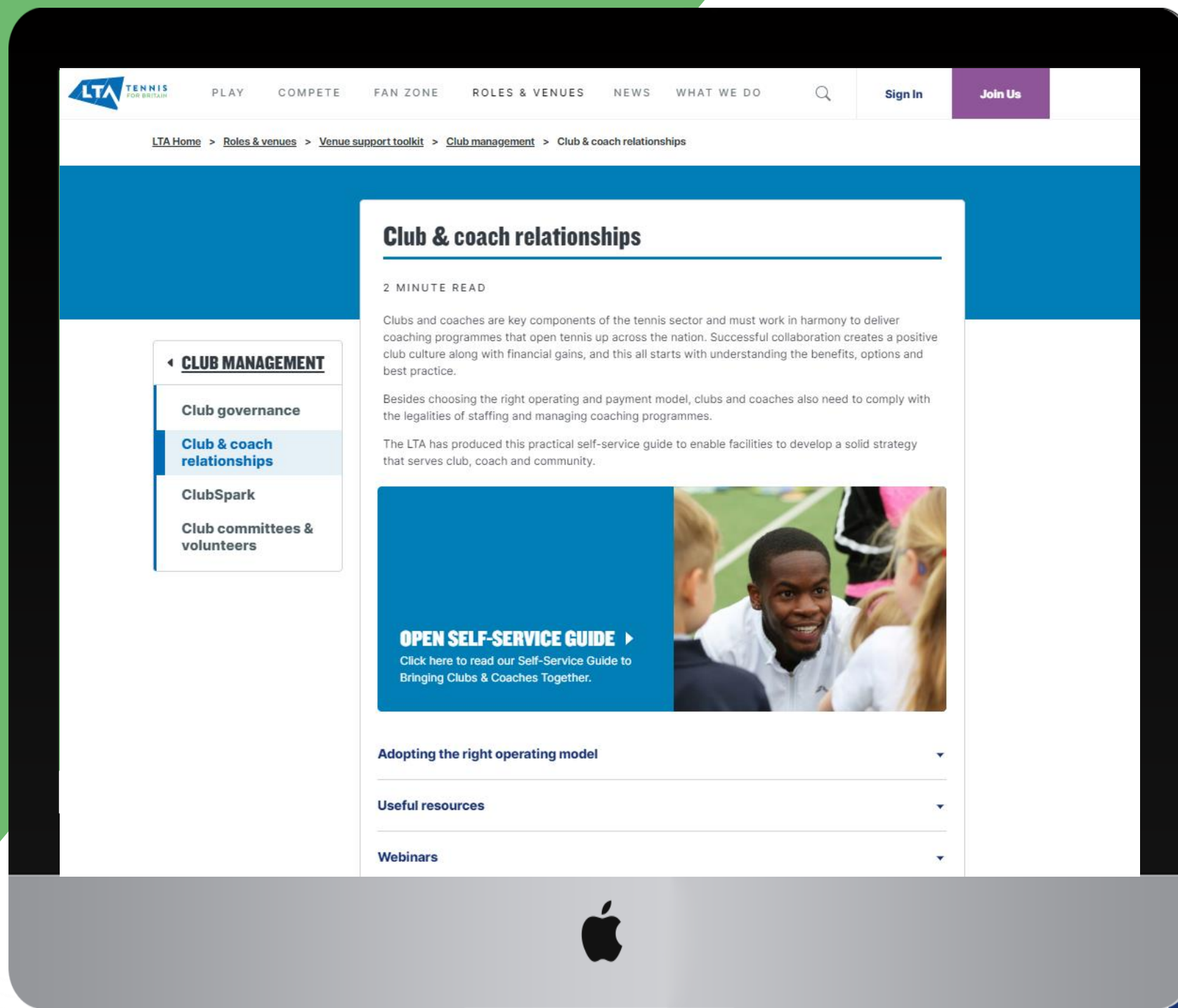
We provide a good range of resources to support you with your club and coach relationships, including:

- templated agreements with guidance notes
- example of the main operational models
- success stories from clubs who have a great relationship with their coach

And if you don't know where to start:

- a comprehensive self-service guide to club and coach relationships

Click on the screen to find out more.



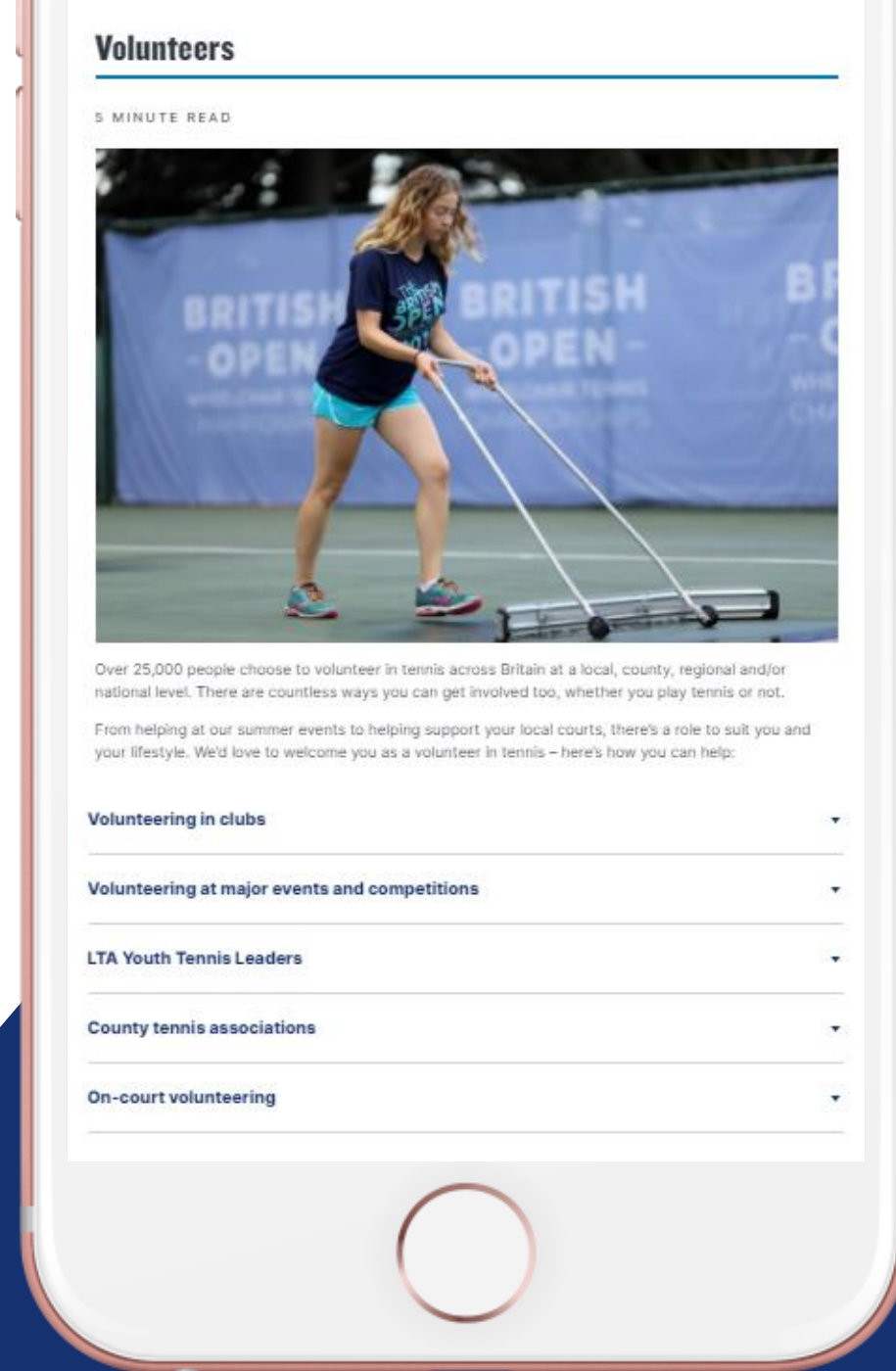
VOLUNTEER SUPPORT

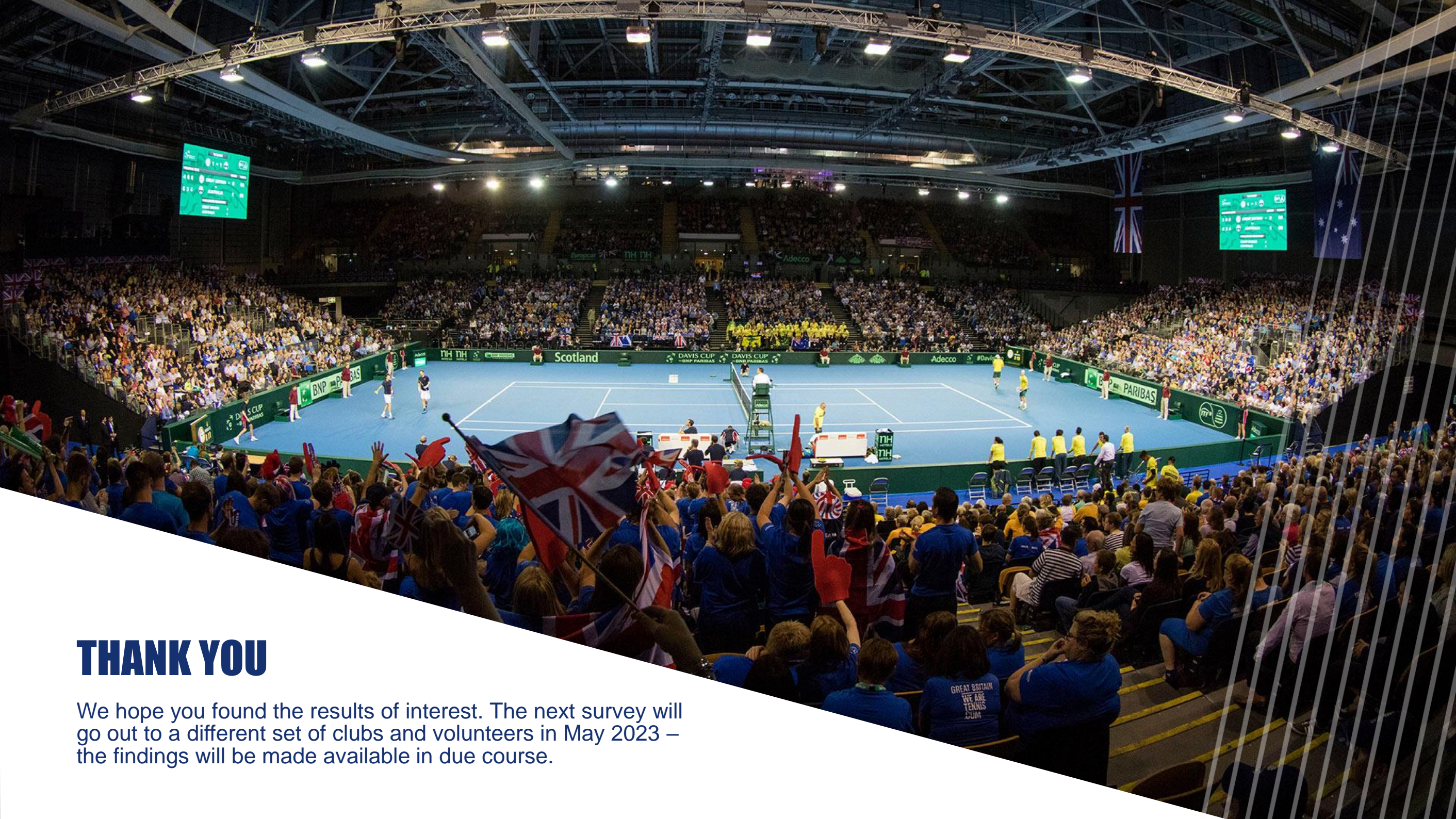
Over 25,000 people choose to volunteer in tennis across Britain at a local, county, regional and/or national level.

35% of the people who completed this survey had little or no engagement with the LTA. This may be that they don't feel they need to engage, but they may not be aware of what support is available.

Search for 'volunteering' on the LTA website, and you'll get information on the different types of support available to volunteers, as well as signposts to further volunteering opportunities.

Click on the screen to find out more.





THANK YOU

We hope you found the results of interest. The next survey will go out to a different set of clubs and volunteers in May 2023 – the findings will be made available in due course.