

Bovingdon & Flaunden Tennis Club

Strategy Presentation



Friday, 25th June 2021

Agenda

- Introduction
- Strategy outline
 - Financial management & model
 - Tennis activities
 - Junior tennis
 - Coaching
 - External team and competitive tennis
 - Membership and member integration
 - Facilities
 - Off court social activities
 - Tennis operations
 - Communication channels
 - Role of Committee
- Q&A
- Next steps

AIM:

To ensure a balance between membership value and good financial management

- Club is in a solid financial position and will remain so if current membership levels are maintained
- Current membership fee structure is broadly appropriate with some opportunity to simplify ad-hoc charges
 - Flat fee for all home and away team tennis matches with the Club making a flat contribution to match teas
 - Increase court fees for non-members to £10 off-peak and £15 peak / court with one hour limit remaining
 - Members can bring a guest free of charge once per week in off-peak hours of 7a.m.-4p.m. (M-F) with the same guest subject to a limit of 4x / year. In peak hours a charge of £5 / hour / court will apply subject to a limit of once per quarter or 4x / year

>90% of members noted satisfaction with current
subscription rates*

AIM:

To ensure a balance between membership value and good financial management

- Schedule of fixed costs and list of discretionary spend has been created
- The Club has the ability to make small enhancements to the Clubhouse facilities with larger works scheduled according to viability and prioritization
- Schedule of works includes resurfacing of courts 4 and 5 potentially in the financial year 22/23. Drainage issues on court 5 will be monitored and remedial work carried out if resurfacing is delayed

70%

feel that the Clubhouse
services its purpose*

AIM:

To give all members ample opportunity to play tennis at the level at which they are comfortable, while also encouraging improvement and diversity

- Survey results suggest range of activities on offer is correct but there is a need to ensure a cohesive approach is taken to integrate all members
- **Proposal:** the appointment of a Head of Tennis Activities as a committee position. This person will subsequently nominate a Deputy Head of Tennis Activities given the scale and importance of the role

7.2/10

Social tennis the most important activity to members*



AIM:

To give juniors at the Club the opportunity to develop a passion for the game through the delivery of a wide range of tennis activities

- Activities for juniors will be extended beyond coaching to enhance their experience, encourage participation, improve their skills and offer aspiration.

Potential ideas include:

- Prize / award giving
 - Junior tournaments
 - Monthly social
 - Off-court social activities
- **Proposal:** to ensure juniors are represented on the Committee a Junior Tennis Co-Ordinator will be appointed to work with the Head of Tennis Activities

Coaching

AIM:

**To give members access to coaching enabling them to improve their skills,
both individually and in groups, or through team tennis activities**

- The Club will draw up a Terms of Reference (TOR), including a Service Level Agreement, to ensure members' needs are met and performance tracked. The Head Coach will be responsible for executing against the TOR
- The range of junior activities will be extended and will be agreed between the Head Coach and the new Junior Tennis Co-Ordinator
- Together with the Head Coach, the Club will seek to ensure access to adequate coaching resources
- Working with the Head of Tennis Activities and Membership Secretary, the scope for expanding opportunities for schools and those with disabilities will explored

5.7/ 10

feel active coaching
programs should be
a focus for the
Club*

* Ranking in BFTC Survey 2021

AIM:

To provide a cohesive, integrated and inclusive competitive tennis structure that provides interested players the opportunity to be considered for teams

- By introducing broader team practice sessions the Club will build depth and strength while giving individual players the ability to move between teams depending on capability and current form
- Teams will be selected by those who have the opportunity to assess players, including Team Captains with input from coaches

80%

of respondents would like the opportunity to play competitive tennis but currently

31%

don't feel involved*

Current membership

240

of which

145

are adult members

AIM:

To maintain a firm financial footing to ensure continuity of facilities, the necessary funds to execute the strategy and to ensure value for members, the Club aims to retain a total of 200-250 members with approximately 150 being full adult members

- Current membership packages are appropriate, however the terms of the Country Membership will be reviewed at the next renewal
- Additional limited membership packages will be added to promote off-peak court usage
- **Proposal:** appoint a Membership Secretary as a Committee position to be responsible for retaining existing members and attracting new members. This will be supported by a marketing strategy aimed at the relevant membership sections

Member Integration

AIM:

To ensure all members, irrespective of membership or level, are catered for and integrated thereby building an inclusive Club culture

- The Club will continue to maintain strong Junior, Improver and Competitive sections while encouraging all members to play together to preserve the social and inclusive ethos of the Club
- Led by the Head of Tennis Activities, and aided by other appointed co-ordinators, to promote integration, the Club will:
 - Ensure a good range of multi-ability social and competitive opportunities, together with off-court social activities
 - Increase number of competitive tennis teams to broaden access to all levels
 - Create a strong internal league system to aid personal betterment
- It is envisaged that the current Tennis sub-committee will work through the leadership of the Head of Tennis Activities

No.

1

Response for focus
of Club:
Club that provides
opportunities to
meet and socialise
with others on and
off court

AIM:

To provide members with appropriate on- and off-court facilities to allow members to get maximum benefit from their membership of the Club

- To maintain the current facilities and plan for the future the Club will:
 - Renew the lease of the Club grounds, under similar terms, to the best value possible
 - Resurface and set out the car park if the opportunity presents at the correct value
 - Seek opportunities to increase parking in the long-term
 - Seek to amend the planning restrictions on court lighting order
 - Resurface courts 4 and 5, including options for a different surface and a drainage upgrade
 - Purchase external seating and equipment to promote social activities within Club grounds
- As an unstaffed premises the Club needs to ensure the health and safety of members and visitors so all names will be required on bookings – 85% of survey respondents agreed that all names should be taken



64%

Would like simple social gatherings

AIM:

To give members opportunities to meet with others through a structured and diverse range of off-court social activities

- The Club will formalize, as a sub-committee, a group responsible for the organization of off-court social activities
- The type of activities run will reflect the survey responses
- Activities will include those that allow new members to mix with established members

AIM:

To ensure the smooth running of the Club thus maximizing court access for individual, group and team activities and establishing the Club in the local community

- Court space utilisation:
 - To provide clarity and ensure equity, the Club will produce a calendar to ensure transparency around court usage for group and team activities. This will also include off-court social activities, intra-Club tournaments and meeting schedules
 - Efforts will be made to group membership at off-peak times
- Individual and block bookings:
 - Individual member bookings to be limited to 90 minutes and no individual block bookings
 - Block bookings to be made only for social tennis (Club, Improver, Mixed), team practice (Mens and Ladies A & B integrated) and group coaching
 - Individual coaching to be booked on an ad-hoc basis. Regular weekly coaching sessions can be block booked but must be cancelled well in advance when they don't take place



90%

of respondents
agreed that
bookings should
be limited to 90
minutes

Tennis Operations

AIM:

To ensure the smooth running of the Club thus maximizing court access for individual, group and team activities and establishing the Club in the local community

- Community use:
 - To increase community integration the Club will offer local schools the ability to use the courts at discounted rates during off-peak hours
 - The Club will engage with Dacorum to determine interest in using the facilities for those with disabilities. Should this happen priority will be given to ensure that the Clubhouse and courts are accessible.

Respondents agreed that access to the Club should be given to

Schools **90%** and Disability Tennis **73%**

AIM:

To keep members well-informed on Club matters by using the appropriate channel and frequency dependent on the nature of the communication

- Important external relationships will be identified and the appropriate Committee member identified to act as the primary liaison
- The Club Secretary will be responsible for generic communications to members unless specifically stated in the responsibilities of other Committee members
- The Club encourages feedback from members using different channels, direct and anonymous. Members are encouraged to speak openly with Committee members
- The Club will promote its activities to members and prospective members using the appropriate social media channels. Initially this will be limited to Facebook and Instagram

Communication Channels

AIM:

To keep members well-informed on Club matters by using the appropriate channel and frequency dependent on the nature of the communication

- The following communication channels will be used:
 - Email for communications to all members
 - WhatsApp groups for more immediate matters targeted at sub-groups of members
 - Copies of important communications will be posted to the Club's notice boards
 - Members are reminded that the formal WhatsApp group chats are for tennis related matters only and should be respectful of other members

- Proposal: To appoint a Club Secretary responsible for management of the website, preparing and distributing Club communication and managing off-court social activities with the sub-committee

Role of Committee

- The role of the Committee is to:
 - Set the strategy for the Club
 - Manage the financial affairs
 - Ensure that there is an appropriate range of tennis activities to suit all members
 - Manage and maintain the Club's facilities
 - Ensure the welfare of all members and visitors to the Club
 - Retain and grow the membership of the Club to the optimal level
- Capsule job descriptions will be developed to outline the role of each Committee member and a charter developed to guide interactions between Committee members.

Proposed Committee Structure

Existing positions:

Chair

Honorary Treasurer

Head Coach

Member for Facilities

Member for Safeguarding & Welfare

Proposed new positions:

Club Secretary

Head of Tennis Activities

Membership Secretary

Q&A

Next Steps
