

TWYFORD TENNIS CLUB

5-Year Business Plan



October 2023

<https://clubspark.lta.org.uk/twyfordtennisclub>

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A Modernised Club To Serve The Community

Twyford Tennis Club (“TTC) is a successful not-for-profit, tennis club with around 300 members and an annual surplus to reinvest of c£25k pa. The club has the potential and need to modernise and grow to better serve the community and has set itself the following goals to meet over the next five years.

1. Right size the club facilities to remove capacity restrictions and allow TTC to provide greater access to sport for residents of all ages in a growing community.
2. Increase children’s participation in sport and in the TTC youth teams. More than double the number of junior members from 108 in 2023 to 250 by 2028.
3. Increase the accessibility to coaching, targeting a 75% increase in the number of adults and juniors participating in a coaching program.
4. Major upgrade to the quality of the existing facilities including the clubhouse and lighting to provide a social hub in the community and encourage year-round use.
5. Keep membership fee and pay and play rates affordable to promote participation of both members and non-members.
6. Increase disabled accessibility and court usage.

Considerable Potential For Growth

A combination of removing current capacity restrictions, upgrading the facilities, and active marketing and outreach activities can increase untapped demand for tennis in the Twyford vicinity from both members and the public.

Twyford will see significant population growth in the next five years. In the next few years, 200 new homes will be built at Bridge Farm in Twyford, a short walk from TTC. Multiple developers are looking at larger schemes in the Twyford area which will likely increase demand for tennis.

	<u>2023</u>	<u>2028</u>	<u>Growth %</u>
Number of courts	3	5	67%
Adults	170	272	59%
Juniors	108	250	131%
Total members	<u>279</u>	<u>522</u>	87%
<i>Members/ court</i>	93	104	
Adults on coaching program	57	99	75%
Juniors on coaching program	99	173	75%
Total coaching program	<u>155</u>	<u>272</u>	75%
Kids participating in tennis camps	160	320	100%
Pay and play sessions	115	440	284%

Removing Growth Restrictions

TTC's success in recent years means that it cannot meet current demand for tennis.

Capacity related

- Members and public are not able to book courts during coaching sessions and kids' tennis camps
- Significant surplus demand for coaching sessions.
- Limited court availability at match times on weekend mornings
- During busy club nights and match practice sessions there are often people waiting to play which discourages more players attending club nights. Limited evening court availability limits the amount of group play sessions that can be organised.
- The club currently restricts the booking hours available to non-members to daytime use to reduce overcrowding at peak times.
- TTC currently has c100 members per court compared to the LTA recommendation of 60

Quality related

- Existing sodium halide floodlights are very poor and limit winter use. Many members do not feel comfortable or even safe playing under floodlight.
- The clubhouse quality is very poor. The space is cramped and cluttered with equipment and the heating/ insulation is not suitable for winter use. Loiter time is minimal which prevents TTC being a social hub.

One extra court would significantly reduce the current restrictions and allow TTC to actively recruit new members

Increasing Junior Participation

TTC strongly believes that children can benefit physically and mentally from playing sport and can learn social and physical skills that will serve them for life. We plan to increase junior participation in the following ways once capacity restrictions are removed.

- School outreach programme to allow local schools access to the club facilities including coaching during the school day. Local junior schools do not have their own tennis courts.
- Marketing campaign via social and local media.
- Extend the junior coaching programs.
- Increase tennis camp participation, which is currently constrained by court availability from 30 to 40.
- Provide an outlet for competitive play by fielding one or more junior teams. Currently weekend court availability prohibits this.
- Encourage juniors and young adults to attend club nights and help the transition from junior to adult play.

A healthy junior base provides the foundation for future growth of TTC

Increasing Accessibility To Coaching

Coaching is currently provided by Gary Oates Tennis whose coaches are present at TTC most days of the week. All coaching programs are currently oversubscribed with no ability to increase supply due to too few courts.

- 150 participating in coaching (100 juniors and 50 adults)
- 29 courses per week = >1,100 coaching sessions per annum, ages 3-adult
- 4 junior camps per annum lasting 1-2 weeks with 30-40 juniors participating each day are at capacity
- Coaching is restricted to 2 of the existing 3 courts to allow regular member play

An accessible coaching program is essential to give beginners and improvers of all ages the confidence to join and participate fully in the club.

A Major Upgrade To Existing Facilities

TTC plans to upgrade the courts and the clubhouse as follows.

Clubhouse

1. Permanent steel/ brick clad structure
2. Integral storage areas
3. Secure
4. Heated, well insulated
5. Kitchen area and bar
6. Room for table and chairs to seat 12
7. Table tennis table
8. Waiting space, covered court viewing area
9. Separate M/F toilets
10. Low maintenance, easy to clean
11. Disabled access
12. Defibrillator on site

Courts

1. Capacity for six hard courts to be developed in phases with one new court initially
2. Courts in two different orientations to facilitate playing in low sun
3. Training wall on court 3
4. Modern LTA specification LED lighting
5. New fencing for aesthetics and security
6. Disabled access
7. Digital gates with entry count
8. Public access floodlit court
9. Wind breaks on fencing

Keeping Tennis Affordable

TTC is an inclusive community club, and we believe tennis should be affordable to as many local residents as possible. Affordability will lead to more participation and a thriving club. Twyford tennis club is lucky to have a successful coaching set up which generates a cash surplus and allows us to keep the price of membership fees below those of some other local clubs.

Some growth in fees will be necessary to help fund the development of the club but we will endeavour to limit increases, particularly for junior memberships, to encourage participation.

<u>Fee per annum</u>	<u>Twyford</u> <u>2023</u>	<u>Twyford</u> <u>2028</u>	<u>Annual</u> <u>growth</u>	<u>Wargrave</u> <u>2023</u>
Adult weekday	65	95	8%	n/a
Adult individual	115	168	8%	205
Young adult (18-24)	80	97	4%	85
Family	240	351	8%	440
Over 75's	40	59	8%	170
Child individual	40	49	4%	70

A PHASED DEVELOPMENT APPROACH

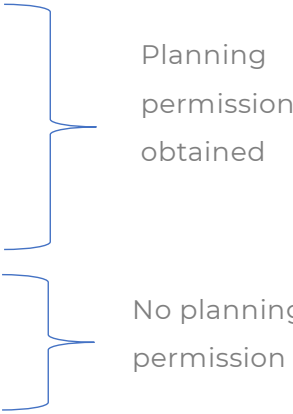
The club will phase development over several years to;

- 1. Allow development to start without delay, making use of existing club funds.
- 2. Allow expansion of facilities behind growth in membership over several years
- 3. Tackle the priorities identified in the club membership survey in the following initial order – a) improved lighting for courts 1 and 2, b) a new court 4 and c) a new clubhouse.

PHASE 1a (2024) – Upgrade the lighting for courts 1 and 2 and install the electrical services for future new courts, build a new court 4 with lighting (layout on page 13). Provide new fencing around the areas for courts 1,2 and 4. Approximate cost £275k.

PHASE 1b (2025) – Build a new clubhouse as soon as funds allow. Approximate cost £225k.

PHASE 2 (2027+) – When membership numbers and funding allow, build new floodlit courts 5, 6 etc in the Parish Council’s preferred location shown on page 13. Install new lighting for courts 3.

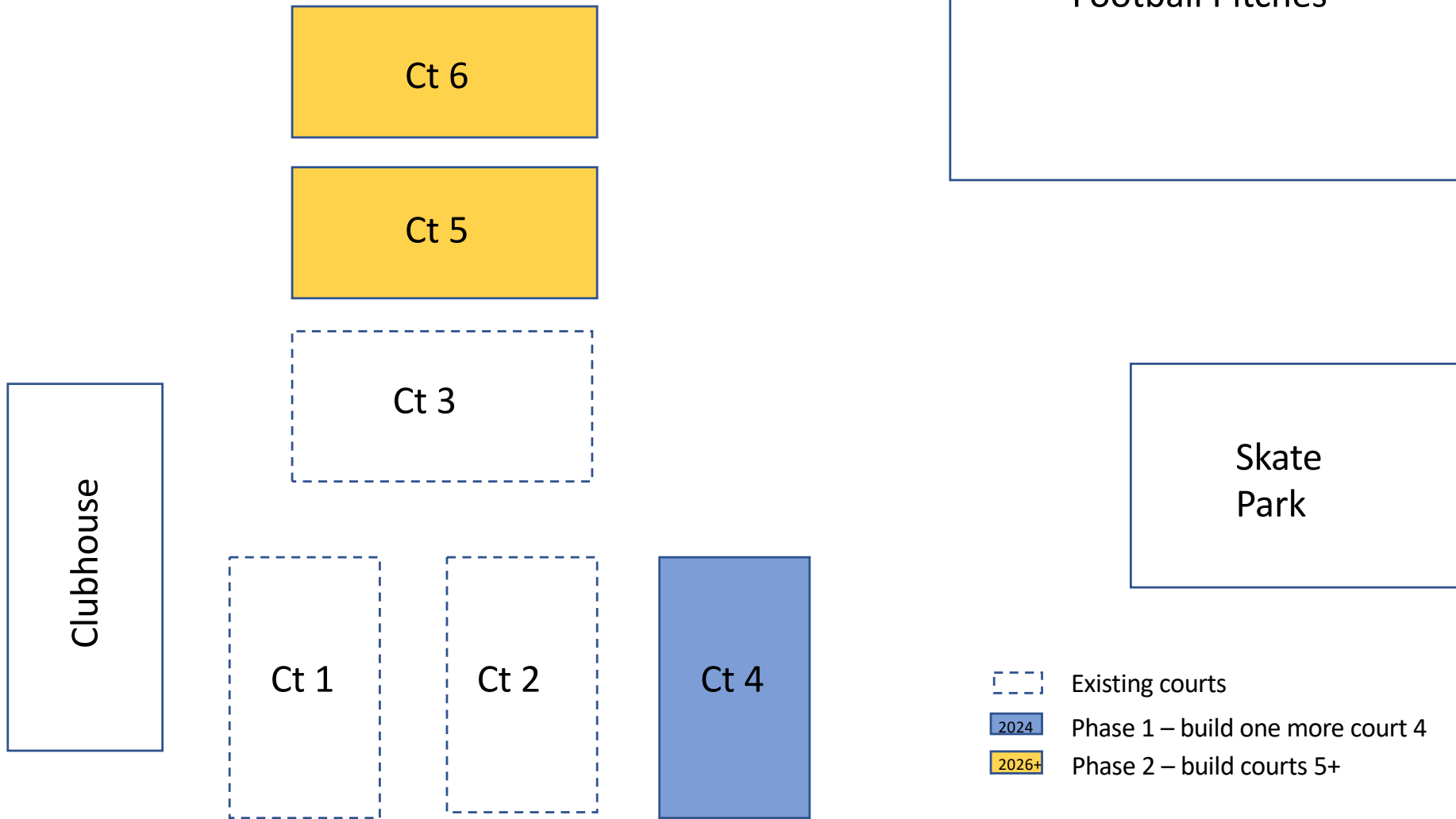


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COURT LAYOUT – PHASES 1 & 2

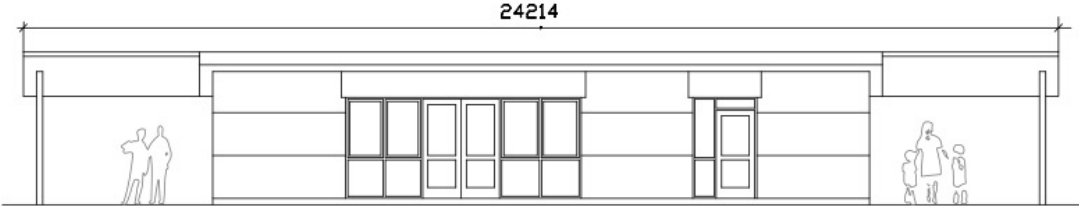


Planning Consents Obtained

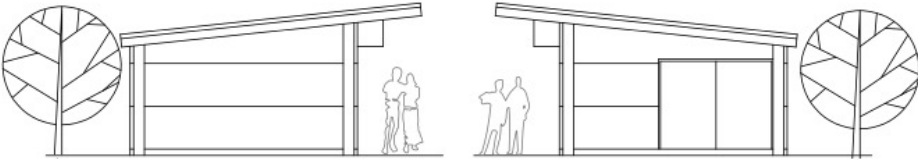
Wokingham Borough has given the following planning consents for phase 1 of the development. We have three years from the date of each planning consent to begin construction.

1. Application number 231129 consented on 15 Aug 2023 – full application for the proposed erection of 1 new building to form a clubhouse with associated hardstanding, canopy roofs and an integral store, to replace the existing temporary modular structure.
2. Application number 223372 consented on 13 January 2023 - full application for the proposed erection of an additional tennis court with fencing, new floodlights system to block of 3 courts & rebound fences to single court and erection of bund.

Clubhouse Elevation

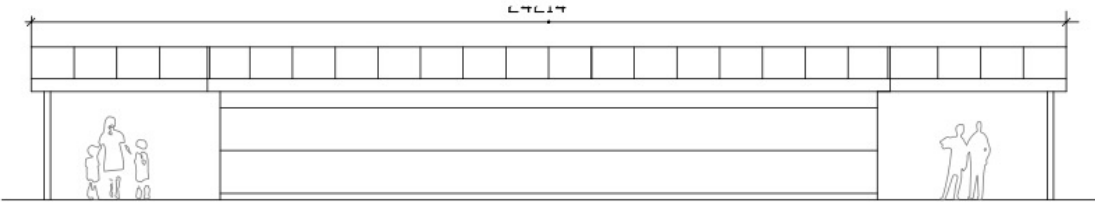


East Elevation



South Elevation

North Elevation



West Elevation

Clubhouse Plan

