

WHAT A **GOOD CLUB** LOOKS LIKE



A FUTURE-FOCUSED TENNIS CLUB IN THE NORTH REGION REACHING OUT TO A RANGE OF USERS WITH DIVERSE NEEDS

Burnley Lawn Tennis Club

ABOUT THIS CLUB:

- 250 members
- 25 pay and player users
- 60 players on programme
- 23 volunteers
- 3 coaches
- Unincorporated association
- £20,000 turnover

WHAT A GOOD CLUB LOOKS LIKE

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“Bringing more than just tennis to the community”

PARTNERSHIP & COLLABORATION

- Consider developing a network plan, as it will help to map out key stakeholders and identify further opportunities
- Connect with the School Sports Partnership to help set up and deliver tennis in schools
- Engage with as many primary and secondary schools as possible to deliver tennis to non-traditional audiences and promote the club
- Offer dedicated sessions for Girl Guides and Brownies

BEING INCLUSIVE & RESPONDING TO LOCAL NEEDS

- Actively look to make the club accessible to the local community
- Set up open sessions for small pockets of the community who wouldn't usually engage with tennis e.g. ethnically diverse minority groups
- Partner with organisations with similar goals or aims and collaborate for the greater good e.g. HAF programme

CLEAR PURPOSE AND PLAN

- Create short-term operational plans (1-3 years) that ladder up to the long-term (5+ years) aspirations of the club
- Agree each annual plan at the AGM to get member buy-in
- Use a range of methods to report on progress and keep members engaged e.g. news bulletins, social media, financial reports
- Use your long-term plan to focus the committee and inform decision-making

COMPETENT COMMITTEE & COACHES

- Ensure the committee appointments are open and transparent, focusing on the skills required
- Look at what people do in their day job and see what skills are transferrable
- A diverse mix of skills and backgrounds is essential as you want all aspects of the membership to be represented
- Introduce term limits to allow continuity but also encourage fresh blood
- Invest in growing your own coaches as you have more control over the direction and sustainability of the programme
- Use Tennis Leaders as well as subsidies for Level 1 and Level 2 to support those members keen to get into coaching

RECRUITMENT & SUCCESSION PLANNING

- Spread the load across the committee and wider volunteer base to encourage a 'more people doing less' culture
- Talent spot when talking to members - look at new member profiles and start engaging with them
- Have an open and transparent recruitment process, but don't be afraid to proactively target people and encourage them to apply
- Develop more people than you need, as ultimately some will drop out, move away, have a change in circumstances etc.

TENNIS PROGRAMME

- Offer a broad range of playing opportunities to try and accommodate everyone
- Always have courts available for free play, as some people want to organise their own game
- Club lead on the coaching programme and have a self-employed coach to deliver
- Be clear about what the club wants and needs, then recruit the coach to deliver
- Regularly review the court utilisation to see where the pinch points are

EFFECTIVE MARKETING

- If you do any traditional marketing be as targeted as possible, as it's costly and hard to track
 - Use social media as a way to engage members, but also as an advertising tool when needed
 - Look for high footfall places to display banners and then work with the local authority to seek the right permissions
- Keep the website social channels and members up to date with what is happening at the club as they are great at spreading the word

BASIC IT, INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

- Use management software to professionalise the membership sign-up and court booking system
- Give multiple people access and admin rights to spread the load and avoid reliance on one individual
- Utilise other software for things like organising team (e.g. Teamo) to make the captain's role a lot easier
- Upgrading to LED lighting was cost effective, but make sure you get technical expertise on programming the lights

FINANCIAL MANAGEMENT & INCOME GENERATION

- Ensure one or two committee members have oversight of the finances
- Make sure finances are a regular committee meeting agenda item
- Be creative around sponsorship opportunities (e.g. run a raffle to win a sponsorship deal) to allow lots of people to get involved with little outlay
- Use the club to entertain sponsors as part of any package by offering a block booking / dedicated tennis event

MEMBERSHIP RETENTION

- Create a welcoming and inclusive environment and people will not want to leave
- Focus on the club's unique selling points and promote these at every opportunity
- Spend time chatting to new members; offer them a tour, find out what they want from the club and then integrate them into the right sessions
- Task committee members with meeting and greeting members on their first session so they feel involved and included

MEMBERSHIP RECRUITMENT

- Grow locally through your community; get to know your local demographic
- Offer a first time member scheme to get them into the club and experience it for themselves
- Try and target offers to different groups to maximise dead court time e.g. daytime social for retired people

