

# WHAT A GOOD CLUB LOOKS LIKE

*Club A: A welcoming and inclusive club, set in a small rural village*

## GOVERNANCE & MANAGEMENT

- Unincorporated Association
- Management Committee: 8 people
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (coach sits on the management committee):
  - 1x Level 4 Head Coach
  - 1x Level 3 Coach
- Leasehold - 39 years remaining (peppercorn rent)
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Develop coaching provision
  - Improve facilities
  - Retain membership

## MEMBERSHIP

No joining fee

Adults ..... £60  
 Juniors ..... £25  
 Minis ..... £15

- Annual Payments Only
- 191 members in total (37 minis, 27 juniors and 137 adults)
- Some pay and play access
- Coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running in Spring, Summer and Autumn
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Summer Club Championships
- Multiple Teams in the County Leagues
- Winter Box Leagues
- Open Days used every year to raise awareness of the club and programme
- Links with 7 primary schools and 2 secondary schools
- Over 120 players taking part in the weekly coaching programme

## RETENTION

- All members receive a welcome pack
- Members sent periodic email as well as up to date notices via Noticeboards, Website, Facebook, Twitter
- New member tennis and social nights

## FINANCE

<b>Total Income</b> .....	<b>£9,000</b>
Membership .....	£7,000
Sponsorship .....	£250
Guest Fees/P&P .....	£750
<b>Total Expenditure</b> .....	<b>£4,000</b>
Administration .....	£300
Coach & Court Fees .....	£2,000
Maintenance .....	£800
Events .....	£600
Equipment .....	£300
<b>Annual Surplus</b> .....	<b>£5,000</b>
Annual Sinking Fund .....	£3,600
Reserves .....	£24,000

# WHAT A GOOD CLUB LOOKS LIKE

*Club B: A family focussed club on the outskirts of a large town*

## GOVERNANCE & MANAGEMENT

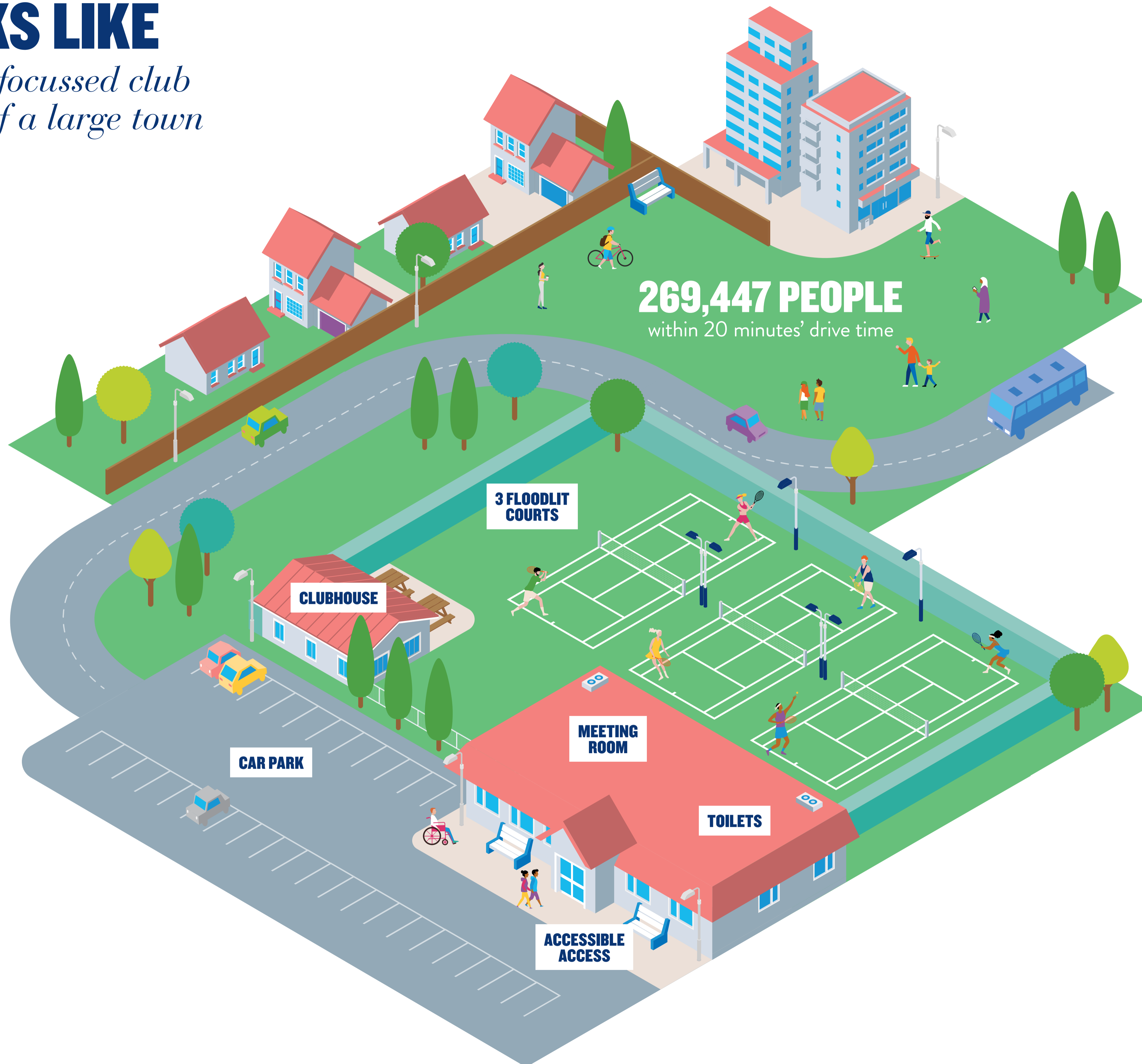
- Unincorporated Association
- Management Committee: 7 people
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (coach sits on the management committee):
  - 1x Level 4 Head Coach
  - 1x Level 4 Coach
  - 1x Level 3 Coach
  - 1x Level 2 Coach
- Leasehold - 20 years remaining
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Improve facilities
  - Develop coaching programme
  - Retain membership

## MEMBERSHIP

Joining Fees:  
 Adults / Household ..... £20  
 Juniors / Minis ..... £10

Membership:  
 Adults ..... £62  
 Juniors ..... £39  
 Minis ..... £39

- Annual Payments Only, with some pay and play access
- 394 members in total (63 minis, 73 juniors and 256 adults)
- Coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running all year round
- Junior Team Tennis - summer only
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners, drills and cardio
- Summer Club Championships
- Multiple Teams in the County Leagues
- Adult Box Leagues - Winter only
- Open Days used every year to raise awareness of the club and programme
- Links with 6 primary schools (using Tennis For Kids)
- Over 230 players taking part in the weekly coaching programme

## RETENTION

- All members receive a welcome pack and induction to the club
- Members sent periodic email as well as up to date notices via Noticeboards, Website, Facebook, Twitter
- Coach reviews the programme of activity as part of the overall business plan

## FINANCE

**Total Income ..... £22,000**  
 Coaching ..... £2,500  
 Membership ..... £19,000  
 Pay & Play ..... £500

**Total Expenditure ..... £8,800**  
 Rent ..... £4,500  
 Social Events ..... £750  
 Junior Coaching ..... £750  
 Maintenance & Cleaning ..... £800  
 Other ..... £2,000

**Annual Surplus ..... £13,200**  
 Annual Sinking Fund ..... £5,400  
 Reserves ..... £52,000

# WHAT A GOOD CLUB LOOKS LIKE

*Club C: A community sports club on the outskirts of a large city*

## GOVERNANCE & MANAGEMENT

- Unincorporated Association
- Management Committee: 7 people
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (coach sits on the management committee):
  - 1x Level 3 Head Coach
  - 1x Level 2 Coach
- Freehold
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Grow membership
  - Refurbish existing facilities
  - Develop facilities

## MEMBERSHIP

No Joining Fee

Membership:	
Adults .....	£110
Juniors .....	£40
Minis .....	£20

- Annual Payments Only
- 240 members in total (63 minis, 51 juniors and 126 adults)
- No pay and play access, but coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running in Spring, Summer and Autumn, but not Winter holidays
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners and drills
- Summer Club Championships
- Multiple Teams in the County Leagues
- Open Days used every year to raise awareness of the club and programme
- Links with 2 primary schools
- Over 190 players taking part in the weekly coaching programme

## RETENTION

- All members receive an on court and off court induction
- Members sent periodic email as well as up to date notices via noticeboards, website, facebook
- Coach reviews the programme of activity as part of the overall business plan

## FINANCE

<b>Total Income</b> .....	<b>£67,500</b>
Tennis Membership .....	£11,750
Other Membership .....	£4,500
Coaching .....	£18,500
Competitions .....	£2,000
Bar/Café .....	£28,000
Rent .....	£750
Donations .....	£2,000
<b>Total Expenditure</b> .....	<b>£34,000</b>
Bar/Café .....	£19,500
Tennis Coaches .....	£13,000
Utilities .....	£700
Repairs .....	£400
Coach Training .....	£400
<b>Annual Surplus</b> .....	<b>£33,500</b>
Annual Sinking Fund .....	£5,400

# WHAT A GOOD CLUB LOOKS LIKE

*Club D: An established members' club in a large rural village*

## GOVERNANCE & MANAGEMENT

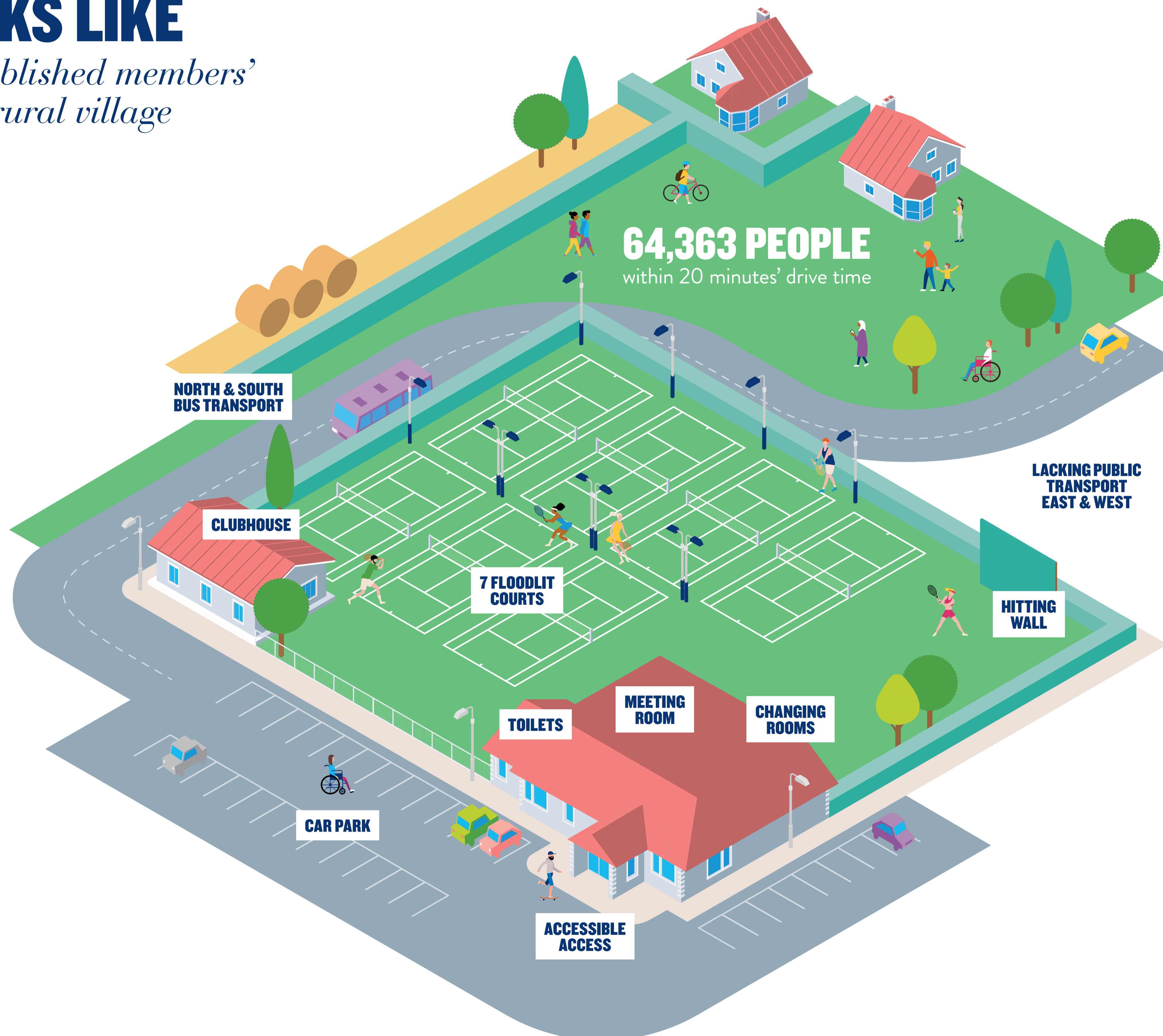
- Unincorporated Association (CASC)
- Management Committee: 16 people
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (Coaches meet with Chair quarterly):
  - 1x Level 4 Head Coach
  - 1x Level 3 Coach
- Leasehold - 12 years remaining: peppercorn rent with modest annual increase of c.£500
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Grow membership; targeting gaps in the market and court usage
  - Retain membership
  - On Court Success

## MEMBERSHIP

No Joining Fee - opportunity to 'try before you buy'

Membership:  
 Adults ..... £154  
 Juniors ..... £32  
 Minis are free (as an incentive for parents)

- Annual Payments Only
- 336 members in total (83 minis, 41 juniors and 212 adults)
- Membership packages promoted and sold through the Clubspark membership module
- Pay and play access and coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Disability sessions available
- Holiday camps running throughout the year
- Grade 4 Summer Event
- Host the County Closed Event
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners, drills and cardio
- Summer Club Championships
- 15 Teams in the County Leagues
- Open Days used every year to raise awareness of the club and programme
- Link with 4 local Primary Schools; focus on engaging the parents and well as the kids
- Over 160 players taking part in the weekly coaching programme

## RETENTION

- All members receive a welcome pack
- Regular programme of social events, linked to the other sports
- Free tactical sessions for team members; improved performance and ongoing commitment
- Members sent periodic email as well as up to date notices via; noticeboards, website, facebook
- Active part of the community; very involved in wider community events
- Coach reviews the programme of activity as part of the overall business plan
- Coach targets and associated bonus linked to membership numbers

## FINANCE

<b>Total Income</b> .....	<b>£42,000</b>
Coaching .....	£15,000
Membership .....	£27,000
<b>Total Expenditure</b> .....	<b>£22,500</b>
Operations .....	£6,500 (insurance, electricity, maintenance)
Social .....	£1,000
Coaching .....	£15,000
<b>Annual Surplus</b> .....	<b>£19,500</b>
Annual Sinking Fund .....	£12,600

# WHAT A GOOD CLUB LOOKS LIKE

*Club E: A relaxed members' club on the outskirts of a large town*

## GOVERNANCE & MANAGEMENT

- Company Limited by Guarantee
- Management Committee: 9 volunteers + 1 paid membership secretary
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (coach sits on the management committee)
  - 1x Level 4 Head Coach
  - 2x Level 3 Coaches
- Leasehold - 18 years remaining
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Grow membership
  - Improve marketing
  - Recruit volunteers

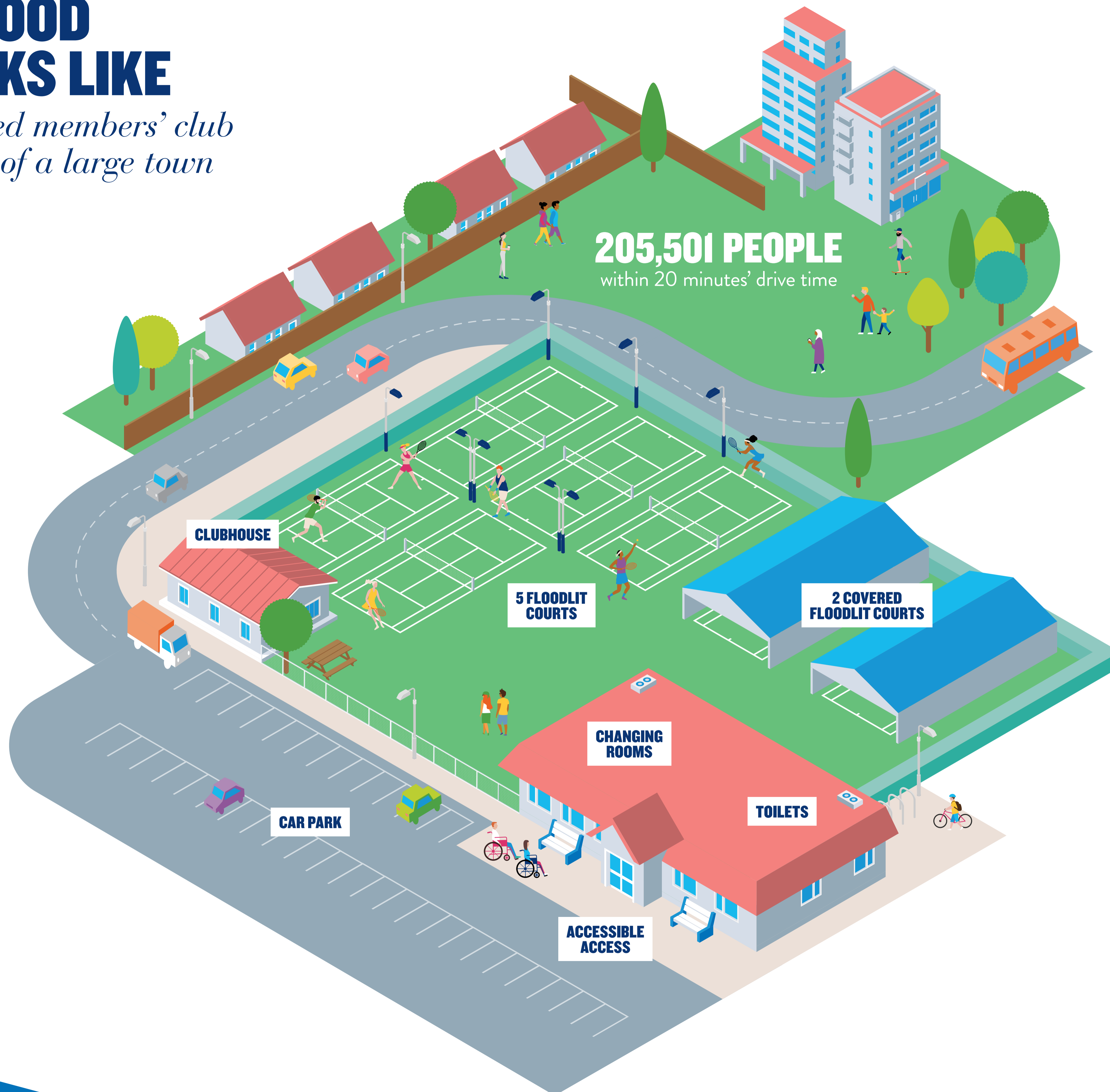
## MEMBERSHIP

No Joining Fee

Membership:

Adults ..... £225  
 Juniors ..... £65

- Annual Payments and Direct Debit
- 417 members in total (113 juniors and 304 adults)
- No pay and play access, but coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running all year round
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners and drills
- Adult Team Tennis
- Summer Club Championships
- Multiple Teams in the County Leagues
- Grade 4,5 & 6 Events
- Open Days used every year to raise awareness of the club and programme
- Link with 3 local Primary Schools and 2 Secondary Schools
- Over 210 players taking part in the weekly coaching programme

## RETENTION

- All members receive a welcome pack and on court induction with coach
- Regular programme of social events, linked to the other sports
- Members sent periodic email as well as up to date notices via noticeboards, website, facebook
- Coach reviews the programme of activity as part of the overall business plan

## FINANCE

<b>Total Income</b> .....	<b>£124,000</b>
Coaching .....	£66,000
Membership .....	£43,000
Competitions .....	£1,500
Lights .....	£1,500
Grants .....	£10,000
Misc .....	£2,000
<b>Total Expenditure</b> .....	<b>£96,000</b>
Coaching .....	£69,500
Repairs & Maintenance .....	£8,500
Rates .....	£2,500
Admin .....	£8,000
Match & League Expenses .....	£1,500
Misc. ....	£6,000
<b>Annual Surplus</b> .....	<b>£28,000</b>
Annual Sinking Fund .....	£12,600

# WHAT A GOOD CLUB LOOKS LIKE

*Club F: A social and community focused tennis centre located near a large city*

## GOVERNANCE & MANAGEMENT

- Company Limited by Guarantee
- Board of Directors: 12 people
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (Coach sits on the Board of Directors)
  - 1x Level 3 Head Coach
  - 2x Level 4 Coaches
  - 2x Level 3 Coaches
  - 2x Level 2 Coaches
- Leasehold - 19 years remaining
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Develop coaching team
  - Community outreach
  - Facility development

## MEMBERSHIP

No Joining Fee

Membership:	
Adults .....	£205
Juniors .....	£85
Minis .....	£45

- Annual Payments Only
- 661 members in total (280 minis, 130 juniors and 251 adults)
- No pay and play access, but coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running in all year round
- Junior Team Tennis
- Tennis Leaders and Duke of Edinburgh
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners and drills
- Summer Club Championships
- Multiple Teams in the County Leagues
- Adult Team Tennis
- Disability Tennis sessions
- Open Days used every year to raise awareness of the club and programme
- Links with 6 primary schools, 4 secondary schools, 1 college and 1 university
- Over 1300 players taking part in the weekly coaching programme (including schools outreach)

## RETENTION

- All members receive a welcome pack
- Members sent periodic email as well as up to date notices via Noticeboards, Website, Facebook, Text
- Coach reviews the programme of activity as part of the overall business plan

## FINANCE

<b>Total Income</b> .....	<b>£75,000</b>
Coaching .....	£6,500
Membership .....	£54,000
Social/Bar .....	£14,500
<b>Total Expenditure</b> .....	<b>£39,500</b>
Operating Costs .....	£18,000 (Ground/clubhouse maintenance, energy)
Social/Bar .....	£7,000
Club/School/.....	£5,000
University Coaching	
Court Maintenance .....	£6,500
Other .....	£3,000
<b>Annual Surplus</b> .....	<b>£35,500</b>
Annual Sinking Fund .....	£10,800
Reserves .....	£33,000

# WHAT A GOOD CLUB LOOKS LIKE

*Club G: An active member's club based on the outskirts of a city*

## GOVERNANCE & MANAGEMENT

- Company Limited by Guarantee
- Management Committee: 6 volunteers + 1 paid sports manager
- Safeguarding Standards Complete
- Coaching services provided by an external coaching provider (full contract in place):
  - 1x Level 3 Head Coach
  - 1x Level 4 Coach
  - 3x Level 3 Coaches
  - 1x Level 2 Coach
- Leasehold - 52 years remaining
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
  - Improve facilities
  - Enhance tennis programme
  - Retain membership

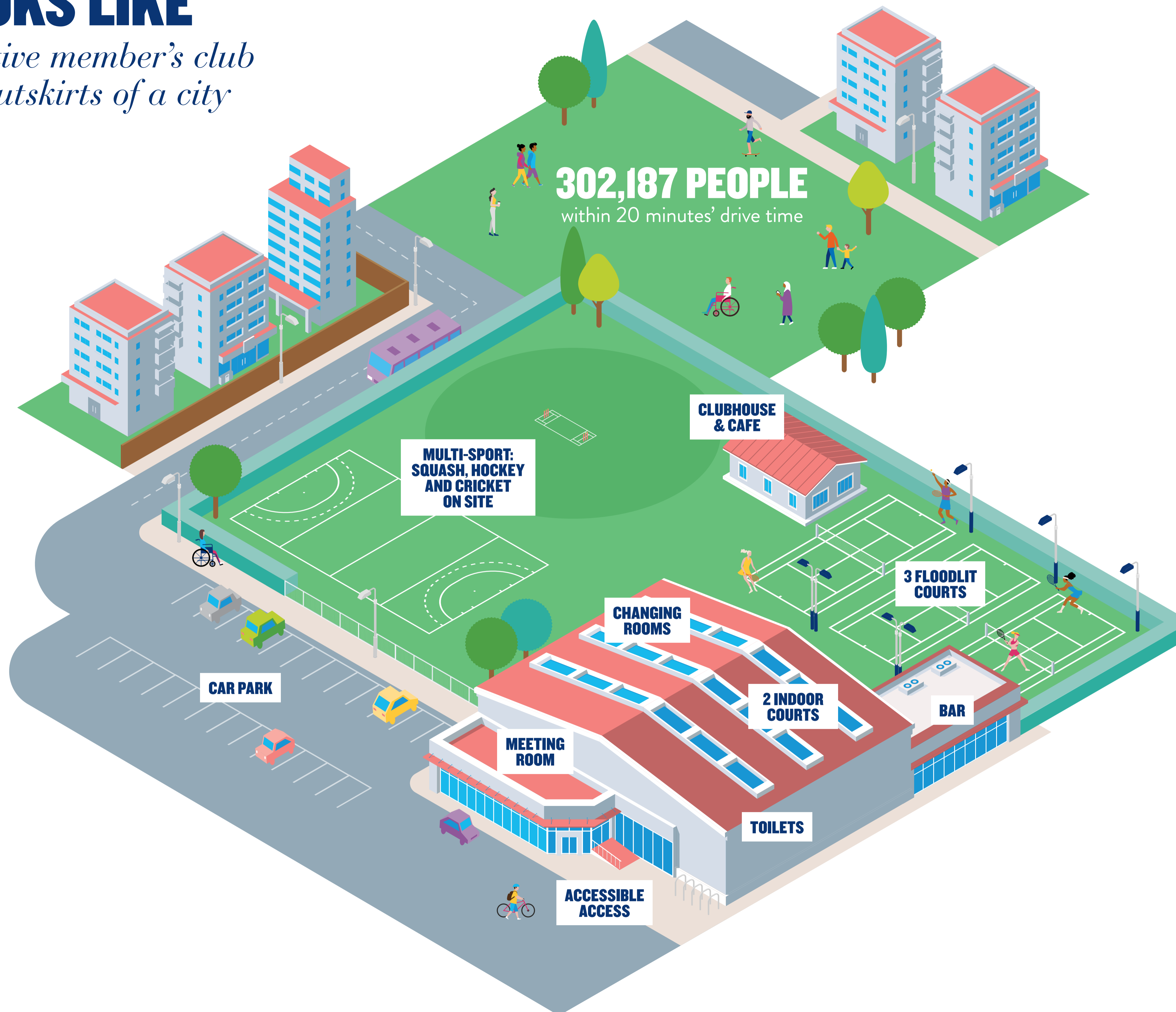
## MEMBERSHIP

No Joining Fee

Membership:

Adults .....	£164
Juniors .....	£51
Minis .....	£20

- Annual Payments and Direct Debit
- 462 members in total (155 minis, 45 juniors and 262 adults)
- Pay and play access - over 500 non-members accessing facilities
- Coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running all year round
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners and drills
- Adult Team Tennis & Winter Ladder
- Summer Club Championships
- Multiple Teams in the County & District Leagues
- Sessions for local mental health group & children with physical disabilities
- Open Days used every year to raise awareness of the club and programme
- Links with 6 primary schools and a secondary school
- Over 220 players taking part in the weekly coaching programme

## RETENTION

- All members receive a welcome email
- Coach organises and supervises social playing sessions for members
- Regular programme of social events, linked to the other sports
- Members sent periodic email as well as up to date notices via noticeboards, website and facebook
- Coach reviews the programme of activity as part of the overall business plan

## FINANCE

<b>Total Income</b> .....	<b>£78,000</b>
Coaching .....	£15,000
Membership .....	£31,000
Court Hire .....	£20,000
Social/Bar (inc. match fees) ....	£12,000
<b>Total Expenditure</b> .....	<b>£36,000</b>
Administration .....	£21,000
Maintenance .....	£10,000
Coaching .....	£5,000
<b>Annual Surplus</b> .....	<b>£42,000</b>
Annual Sinking Fund .....	£8,100
Reserves .....	£50,000

# WHAT A GOOD CLUB LOOKS LIKE

*Club H: A traditional family friendly sports and tennis club in a suburban setting*

## GOVERNANCE & MANAGEMENT

- Company Limited by Guarantee
- Board of Directors - 10 volunteers, Centre Manager attends
- Full Time Centre Manager, 3 full-time and 8 part-time employees
- Safeguarding Standards Complete
- One full-time employed Programme Manager
- Self-employed coaching team:
  - 2x Level 5 Coaches
  - 3x Level 4 Coaches
  - 4x Level 3 Coaches
  - 2x Level 2 Coaches
  - 2x Level 1 Coaches
  - Tennis Leaders
- Leasehold - 136 years
- Long-term Business Plan (3-5 years)
- Three key priorities:
  - Growing membership
  - Improving facilities
  - Retain membership

## MEMBERSHIP

No joining fee

Adults .....£399  
 Juniors .....£136  
 Minis .....£98

- Annual Payments and Direct Debit
- 603 members in total (163 minis, 80 juniors and 360 adults)
- Pay and play access - 100s of non-members accessing facilities
- Coaching programme open to non-members (with equipment available)



## PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Holiday camps running all year round
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners, Improvers, cardio, matchplay and drills
- Adult Team Tennis & Winter Box League
- Summer Club Championships
- Multiple Teams in the County Leagues
- Host a Grade 3 and Grade 4 event each year
- Open Days used every year to raise awareness of the club and programme
- Links with 6 primary schools and 3 secondary schools
- Over 450 players taking part in the weekly coaching programme

## RETENTION

- All members receive a welcome pack and on court induction and assessment with a coach
- Regular programme of social events
- New member evenings once a month
- Members sent periodic email as well as up to date notices via website, facebook, twitter, noticeboards
- Regular e-newsletter for members
- Coach reviews the programme of activity as part of the overall business plan

## FINANCE

<b>Total Income</b> .....	<b>£415,000</b>
Coaching .....	£145,000
Membership .....	£240,000
Social/Bar/Ops .....	£30,000
<b>Total Expenditure</b> .....	<b>£343,000</b>
Operating Costs .....	£190,000 (maintenance, energy, staff)
Membership .....	£56,000
Coaching .....	£97,000
<b>Annual Surplus</b> .....	<b>£72,000</b>
Annual Sinking Fund .....	£21,300