

WHAT A **GOOD CLUB** LOOKS LIKE



A LARGE AND RESOURCEFUL MEMBERS' CLUB WITH A BUSY SOCIAL SCENE BASED IN THE SOUTH EAST REGION

Sundridge Park

ABOUT THIS CLUB:

- 1,200 members
- 150 pay and player users
- 540 players on programme
- 20 volunteers
- 15 paid staff
- 6 coaches
- Company limited by guarantee
- £700,000 turnover

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"Where there's a game for everyone"

PARTNERSHIP & COLLABORATION

- Build relationships with local schools and community groups, especially those with shared goals
- Ask committee members to make introductions to any important local stakeholders and advocate on the club's behalf
- Be open to collaborating with your neighbours

BEING INCLUSIVE & RESPONDING TO LOCAL NEEDS

- Ensure everyone at the club is responsible for creating a welcoming and inclusive culture
- Even though we are a members' club, we open our doors to the local community through our year-round social programme
- Play to your strengths, especially if you have a lot of local competition

CLEAR PURPOSE AND PLAN

- It's important that the management committee set the vision and purpose of the club
- A clear set of values will help to develop a healthy club culture
- Always have a long-term business plan, using annual operational plans as milestones
- Monitor progress against the plan, not just the financial performance

COMPETENT COMMITTEE & COACHES

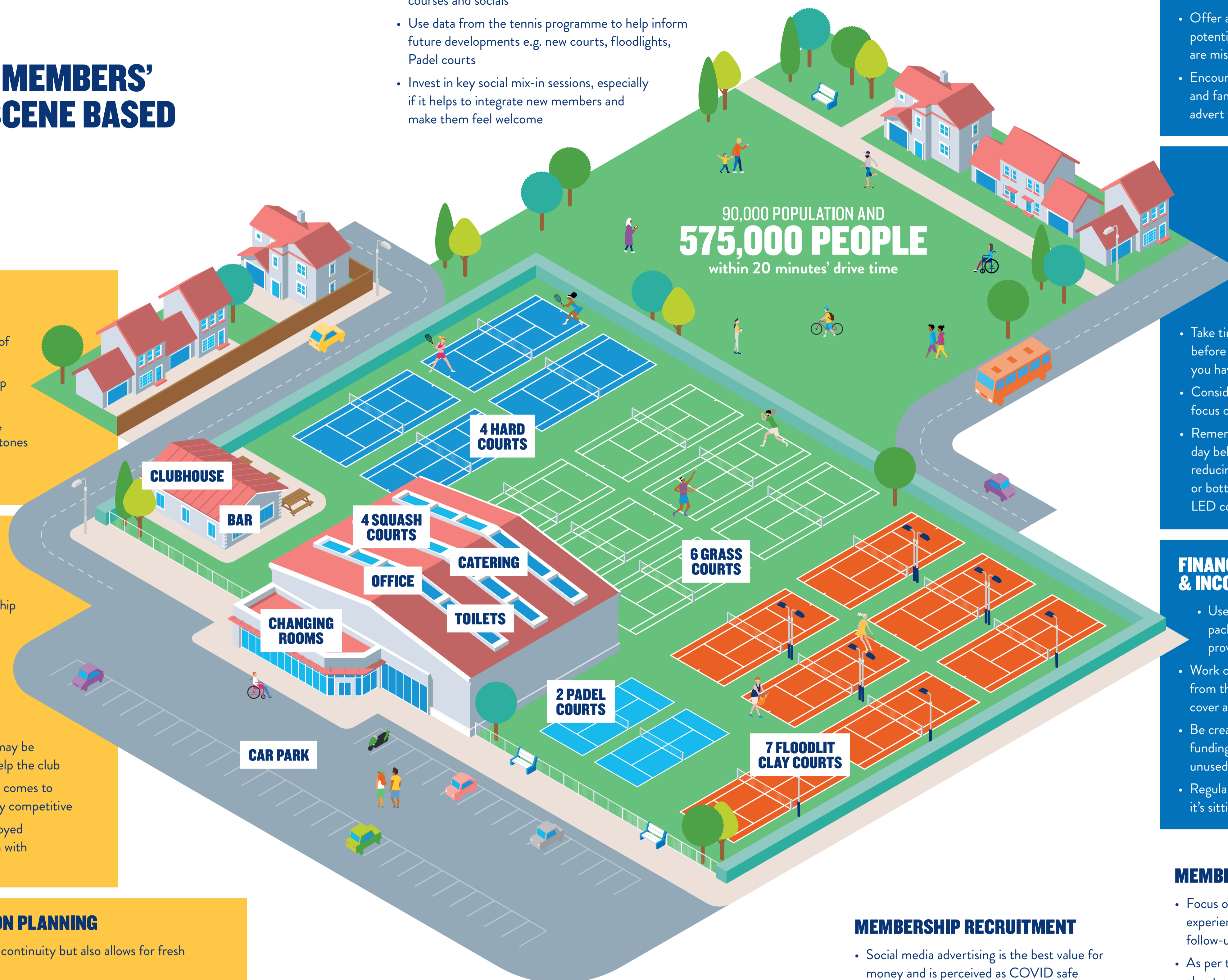
- It's important to have a skills-based board who represent the club membership
- Be clear about the roles and the associated time commitment upfront
- Involve more volunteers through sub-committees to help spread the load and develop future committee members
- Talent spot new members to see who may be interested in using their expertise to help the club
- Regularly compare the market when it comes to coaching fees and remuneration to stay competitive
- Consider using a combination of employed and self-employed agreements to align with resourcing requirements

RECRUITMENT & SUCCESSION PLANNING

- Consider term limits as this helps with continuity but also allows for fresh blood to join the committee
- Always think ahead in terms of who will follow, especially for roles such as finance
- Look to do some shadowing to help people understand the role and get up to speed ahead of starting
- Grow your own coaches, and considering giving them some broader club management experience to help develop their business skills longer-term

TENNIS PROGRAMME

- Create a tennis specific sub-committee to focus on the tennis offer; it's important for the club to meet the needs of its members
- As a rule of thumb never allow more than 50% of the courts to be used for coaching
- Continuously review the tennis programme and utilisation of courses and socials
- Use data from the tennis programme to help inform future developments e.g. new courts, floodlights, Padel courts
- Invest in key social mix-in sessions, especially if it helps to integrate new members and make them feel welcome



EFFECTIVE MARKETING

- Having a good online presence is essential - Google your club or tennis in your area and see what comes up
- Word of mouth is incredibly powerful and generates the most leads; look after your members and they will sell the club for you
- Offer a club tour as it's free and will allow potential members to experience what they are missing first hand
- Encourage members to bring their friends and family to social events as another free advert for membership

BASIC IT, INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

- Most people want to self-serve so make sure your systems are easy to use and work
- Take time to develop your requirements before investing in software, especially if you have a complex set up
- Consider setting up a sub-committee to focus on environmental sustainability
- Remember there is value in small day to day behaviour changes like recycling balls, reducing wastage and using a reusable cup or bottle, as well as big ticket items like LED conversion

FINANCIAL MANAGEMENT & INCOME GENERATION

- Use a decent financial management package to save time and effort as well as provide excellent management data
- Work on the basis that the income generated from the membership and programme should cover all operational expenditure
- Be creative around sourcing external funding e.g. hosting a phone mast on an unused piece of land
- Regularly review the sinking fund to ensure it's sitting at the right level

MEMBERSHIP RETENTION

- Focus on providing an excellent first experience, with regular targeted follow-up communication
- As per the member user journey, be clear about what a member can expect and make sure this is their reality
- Ensure you have enough on and off-court activities for everyone, and add in separate sessions to accommodate new members where necessary
- Use social events to bring new people together and make them feel part of the club

MEMBERSHIP RECRUITMENT

- Social media advertising is the best value for money and is perceived as COVID safe
- Always-on advertising through the website; ensure this is up to date and fresh
- Use targeted campaigns throughout the year to boost membership recruitment and tennis programme bookings
- Create a comprehensive user journey for a new member; welcome call, integration, 3-month check