



SURVEY RESULTS

CLUB HEALTH & VOLUNTEER ENGAGEMENT

QUARTER 3 2023



BACKGROUND AND SURVEY CONTENT

- In previous years, separate, monthly surveys have been issued to monitor club health (among club main contacts) and volunteers.
- From 2023, these two surveys have been combined into one single questionnaire, which is issued quarterly to all volunteers (50% of volunteers per wave)
- Each survey covers
 - Volunteer engagement metrics
 - Club health metrics (among committee members who say they have sufficient knowledge to answer these)
 - A “hot topic” module – in August 2023, this covered club focus & planning, and volunteer recruitment & support
- Over 1100 volunteers completed some or all of this survey wave, a response rate of c.20%, providing a broad cross-section of volunteer viewpoints



PROFILE OF PEOPLE SURVEYED VS PROFILE OF PEOPLE RESPONDING

	Survey Invitations (6200)	Survey Responses (1148)
Female	48%	52%
Male	52%	48%
Under 45	17%	8%
45-54	20%	16%
55-64	32%	31%
65+	31%	45%
East	19%	19%
North	18%	20%
South West	15%	17%
Midlands	17%	15%
London	10%	10%
South East	10%	10%
Scotland	8%	7%
Wales	3%	2%

ROLE OF PEOPLE SURVEYED VS ROLE OF PEOPLE RESPONDING

	Invitations (6200)	Responses (1148)
Committee Member	38%	35%
Club Main Contact	24%	27%
Welfare Officer	7%	8%
Volunteer	6%	6%
Chairman	6%	7%
Administrator	6%	5%
Treasurer	3%	3%
Ballot Administrator	2%	2%
Competition Organiser	2%	1%
Match Secretary	2%	1%
Other roles	4%	5%
(Self-defined) contact with LTA for club		
Do this most often for club	n/a	16%
One of a number who generally do this	n/a	21%
Do this occasionally, others do it more	n/a	19%
Little or no contact with LTA for club	n/a	38%

HEADLINE MEASURES

CLUBS & VOLUNTEERS

As clubs make up a such huge part of the tennis landscape, it's important for us to understand what's happening in them, both in terms of their current health, as well as how they feel about their future.

We have been surveying clubs and volunteers over the last 3 years, which has helped us develop the venue support toolkit, housing practical tools and resources linked to all aspects of running a successful club.

The following slides provide an overview of what volunteers said about their club health, as well as some further information about their experience as a volunteer.

WE ASK CLUBS TO SCORE THEMSELVES FROM 1 – 5 ACROSS FIVE CORE AREAS THAT MAKE UP A SUCCESSFUL CLUB

Core aspects of a healthy club

▼  Display this question

If The next few questions are about the general health of your tennis club. By that we mean aspects... Yes Is Selected

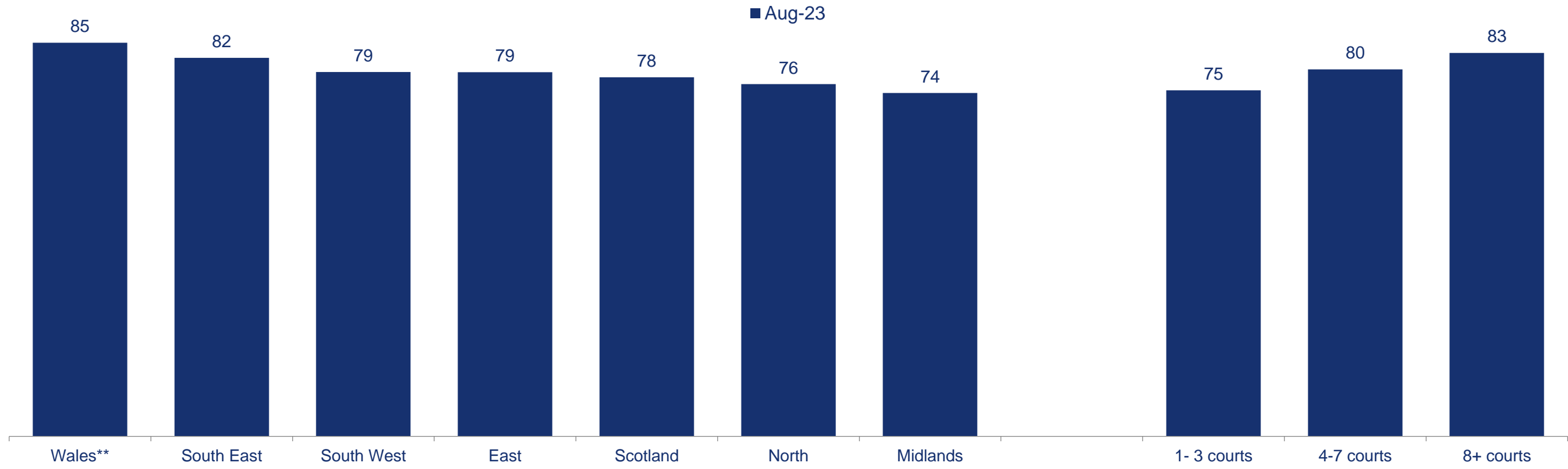
How would you rate the **current** health/state of your tennis club in regards to the following measures? 1= not healthy at all and 5 = very healthy

	1 = not healthy at all	2	3	4	5 = very healthy
Financial Stability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governance and Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Membership Growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Membership Retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Programming and Utilisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CLUBS IN WALES** AND THE SOUTH-EAST ARE MOST POSITIVE ABOUT THEIR CLUB'S HEALTH. LARGER CLUBS CONTINUE TO BE MORE POSITIVE ON THIS MEASURE.

Club Health by Region and Number of Courts

National Average
Feb / May / Aug: 78

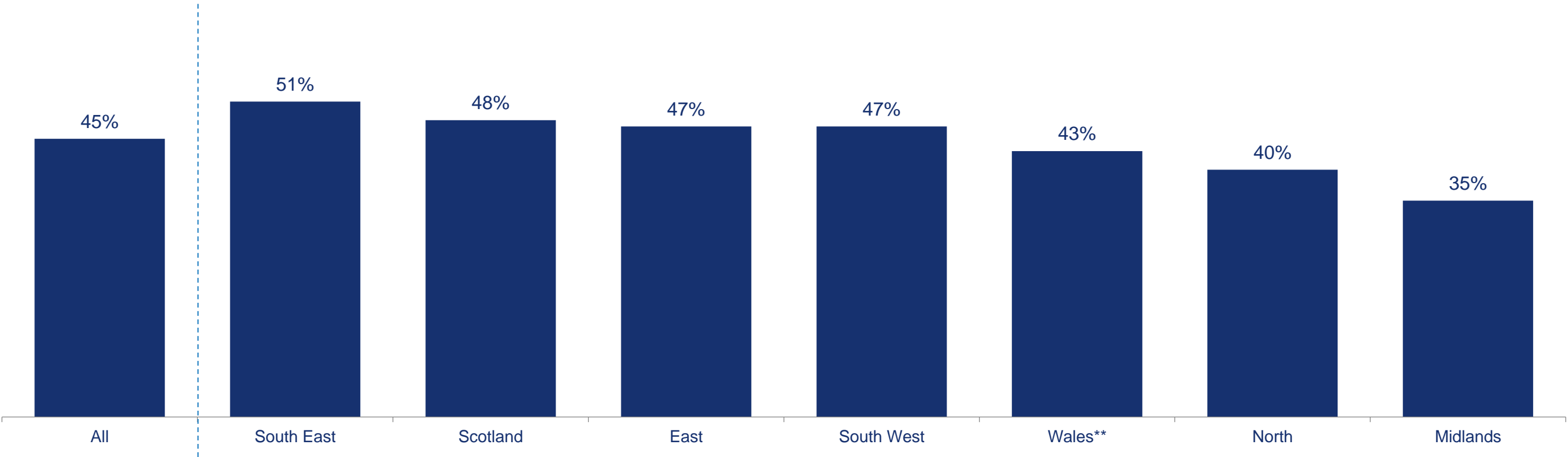


How would you rate the current health/state of your tennis club in regards to the following measures?
 May 23: East (176), Midlands (136), North (186), Scotland (60)* low base, SE (176), SW (144), Wales (21)
 ** CAUTION very low base, 1-3 courts (355), 4-7 courts (411), 8+ courts (146)

CLUBS IN THE SOUTH EAST ARE MOST LIKELY TO FEEL “VERY POSITIVE” ABOUT THEIR FUTURE. AGAIN, LOWER LEVELS OF OPTIMISM IN THE NORTH AND MIDLANDS

Positivity about future of Club: % Very Positive

■ Aug-23

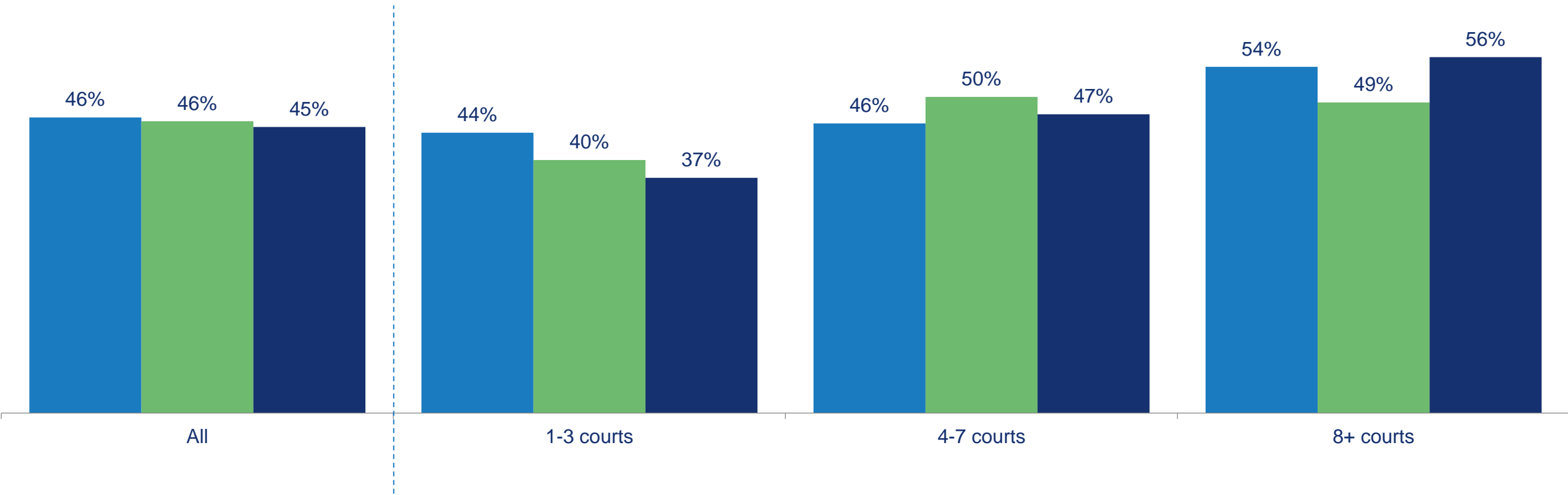


And how positive or negative do you feel about the future for your tennis club?
Total (913) East (176), Midlands (136), North (186), Scotland (60)* low base, SE (176), SW (144), Wales (21)** CAUTION very low base,

SMALLER CLUBS ARE LEAST OPTIMISTIC ABOUT THEIR FUTURE - AND HAVE BECOME LESS POSITIVE OVER THE COURSE OF THIS YEAR

Positivity about future of Club: % Very Positive

■ Feb-23 ■ May-23 ■ Aug-23



And how positive or negative do you feel about the future for your tennis club?
Total (913) 1-3 courts (355), 4-7 courts (411), 8+ courts (146)

FINDING SUPPORT

WHERE DO YOU GO?

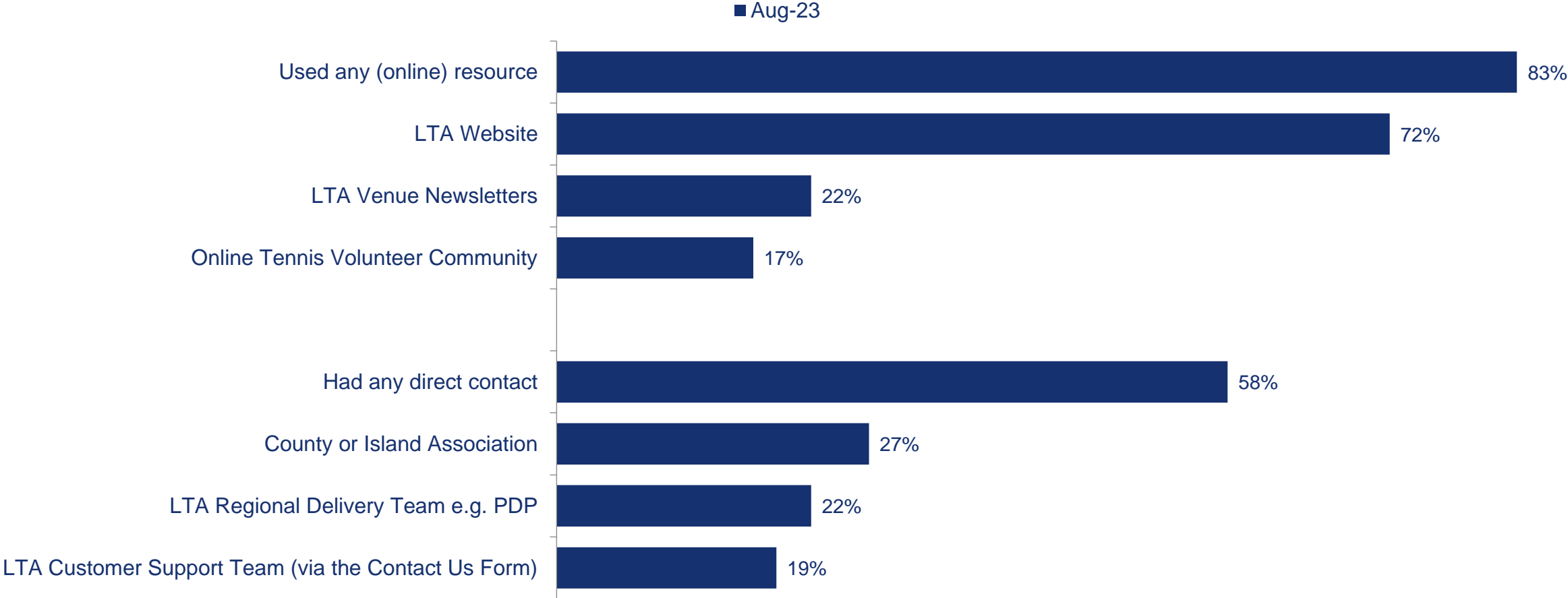
We offer support to clubs and volunteers in a couple of ways:

- via self-serve channels such as the website, regular newsletters and the tennis volunteer online community (a Facebook group led by volunteers, supported by the LTA)
- via direct support from people within the National, County and Island Associations, LTA Regional Delivery Team or LTA Customer Support Team

It's helpful for us to understand where you go and how effective each aspect is.

THE LTA WEBSITE CONTINUES TO BE THE MOST FREQUENTLY USED COMMUNICATION CHANNEL, WITH JUST OVER HALF HAVING HAD SOME TYPE OF DIRECT CONTACT WITH THE LTA

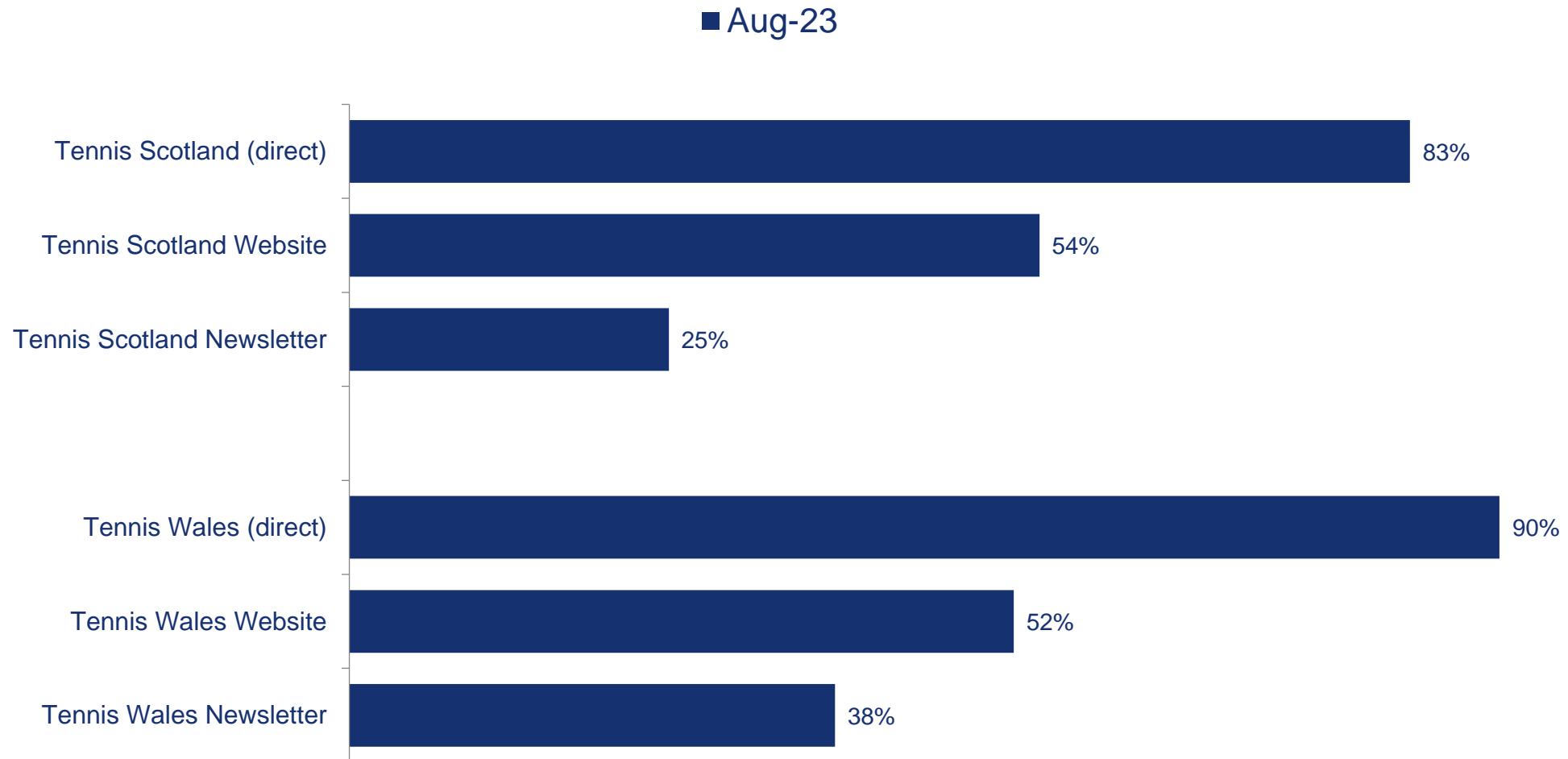
Contact and Resources Used for Club (Committee Members, all GB)



Has your club had any direct contact with representatives from any of the following over the past 6 months?
And has your club used any of the following resources to look for information / support over the past 6 months?
Base: all responding to club health questions (883)

LEVELS OF DIRECT CONTACT WITH TENNIS SCOTLAND AND TENNIS WALES REMAIN HIGH (NB LOW BASE SIZES)

Contact and Resources Used for Club (Committee Members in Scotland / Wales)



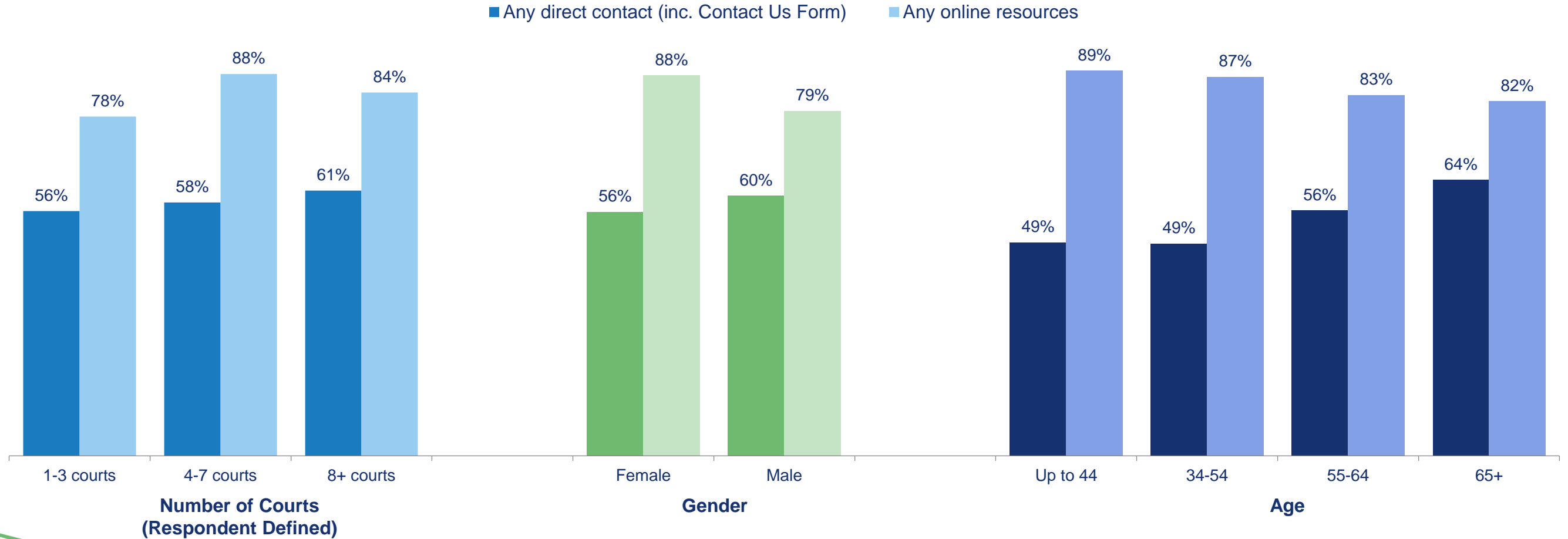
Has your club had any direct contact with representatives from any of the following over the past 6 months?
And has your club used any of the following resources to look for information / support over the past 6 months?

Base: all responding to club health questions in Scotland (59) / Wales (21)

NOTE LOW BASE SIZES – USE RESULTS WITH CAUTION

VOLUNTEERS AT LARGER CLUBS HAVE MORE DIRECT CONTACT AND ARE MORE LIKELY TO USE OTHER ONLINE RESOURCES THAN THOSE AT THE SMALLEST CLUBS. WOMEN/ YOUNGER GROUPS USE ONLINE RESOURCES MORE, BUT HAVE LESS DIRECT CONTACT THAN MEN / OLDER GROUPS

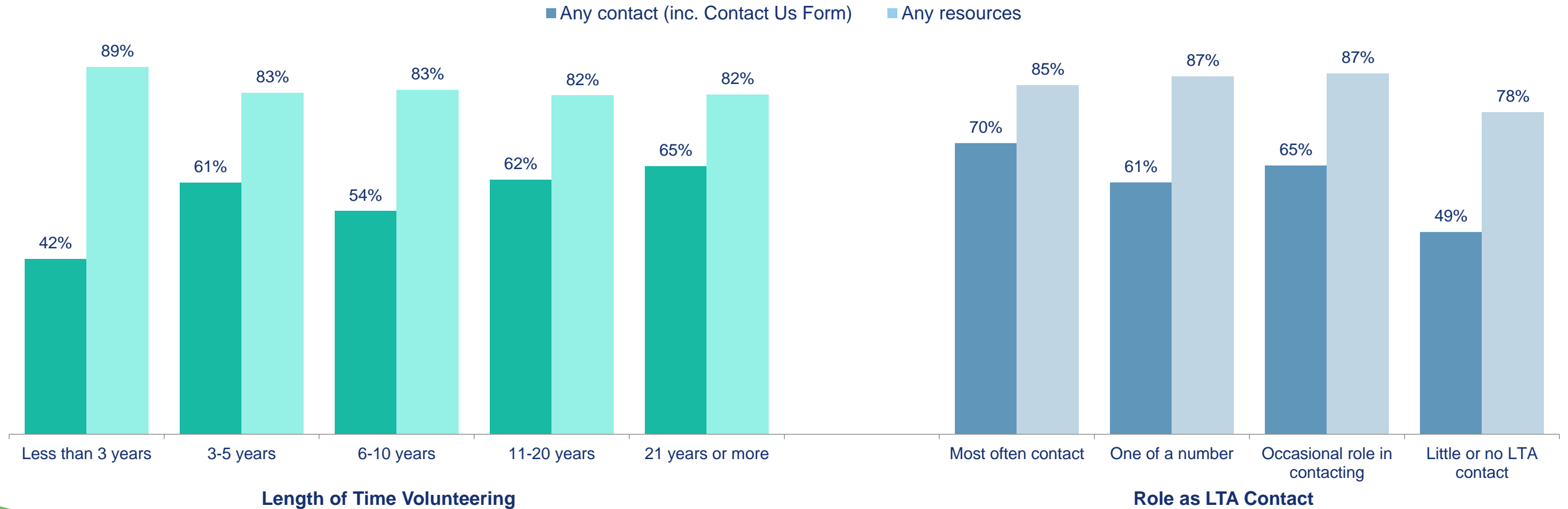
Contact with LTA / Tennis Scotland / Tennis Wales



Has your club had any direct contact with representatives from any of the following over the past 6 months?
 And has your club used any of the following resources to look for information / support over the past 6 months?
 1-3 courts (343), 4-7 courts (398), 8+ courts (141), Female (436), Male (447), Up to 44 (62* caution low base), 45-54 (134), 55-64 (283), 65+ (404)

THE NEWEST VOLUNTEERS HAVE LESS DIRECT CONTACT THAN OTHERS. UNSURPRISINGLY, THOSE WHO DON'T HAVE CLUB RESPONSIBILITY FOR CONTACTING USE FEWER CHANNELS THAN OTHERS

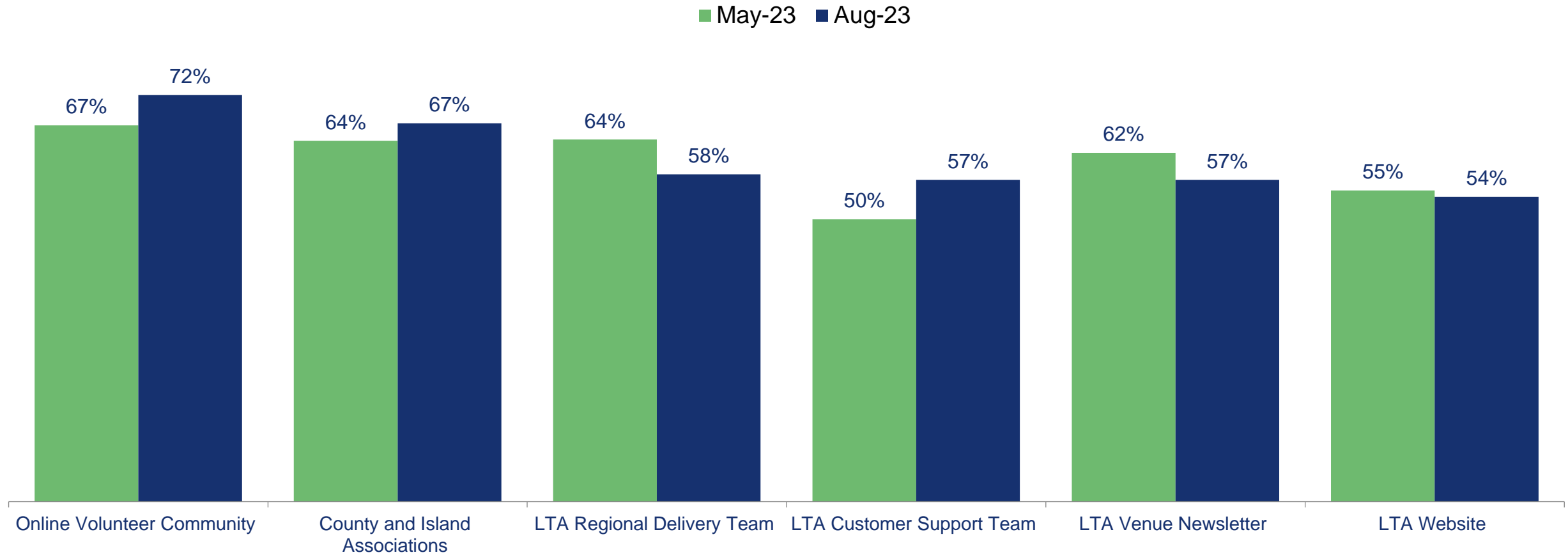
Contact with LTA / Tennis Scotland / Tennis Wales



Has your club had any direct contact with representatives from any of the following over the past 6 months?
 And has your club used any of the following resources to look for information / support over the past 6 months?
 Less than 3 yrs (99), 3-5 yrs (202), 6-10 yrs (174), 11-20 yrs (167), 21+ yrs (191), most often (149), general (187), occasional (187), little/no (290)

VOLUNTEERS REMAIN SATISFIED WITH LTA POINTS OF CONTACT. COMPARED TO MAY, SATISFACTION WITH THE ONLINE VOLUNTEER COMMUNITY AND CUSTOMER SUPPORT TEAM HAS IMPROVED.

Satisfaction with Points of Contact: % Very / Quite Satisfied



How satisfied are you with the information and support that your club has received from each of the following?
All who used each source (August n=151-627)

HOT TOPIC FINDINGS

CLUB FOCUS , PLANNING & VOLUNTEER RECRUITMENT

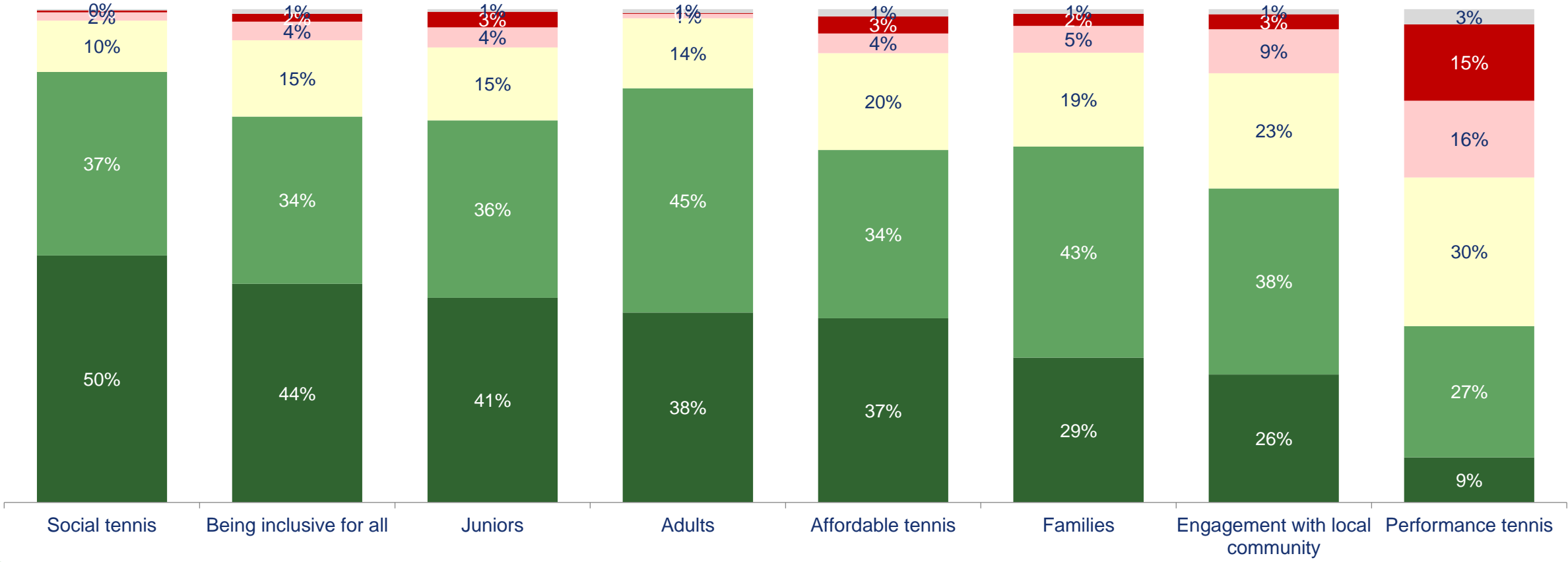
We decided to do a deep dive on this topic as based on our analysis of successful clubs, a clear plan and defined focus plays a key role in their success.

We also wanted to understand the challenges around Volunteer Recruitment and the approach clubs across Britain are taking to recruit the next generation of volunteers.

SOCIAL TENNIS IS CORE FOR ALMOST ALL CLUBS, AS IS BEING INCLUSIVE FOR ALL (THOUGH NOT ALWAYS BY ENGAGING WITH THE LOCAL COMMUNITY). JUST OVER 1 IN 3 HAVE A FOCUS ON PERFORMANCE TENNIS

Areas of Focus for Clubs

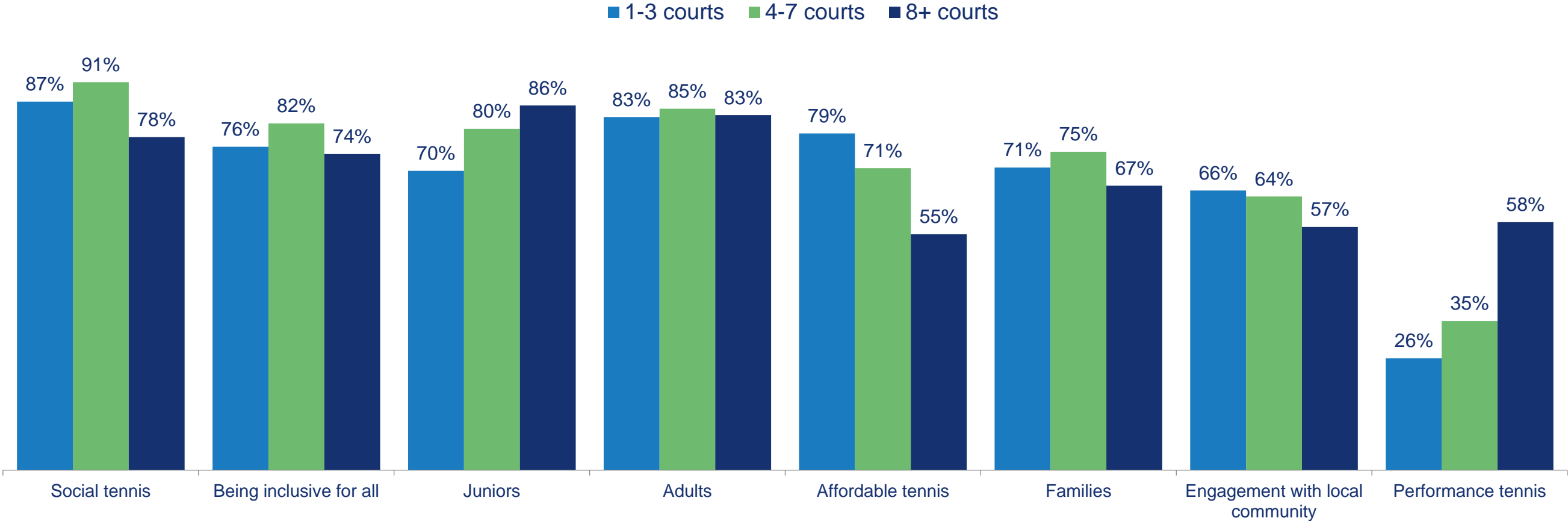
5 - A main focus for the club 4 3 2 1 - Not a focus for the club Not sure



Different tennis clubs across the country have different areas of focus. Thinking about your club, to what extent does it have a focus in each of the following areas? Please answer using a scale where 1 = Not a focus and 5 = A main focus for your club
All volunteers (1029)

PRIORITY AREAS VARY BY CLUB SIZE. LARGER CLUBS ARE MORE FOCUSED THAN OTHERS ON JUNIORS AND PERFORMANCE TENNIS, WITH SOCIAL TENNIS, AFFORDABILITY AND LOCAL ENGAGEMENT MORE IMPORTANT FOR SMALLER/MID-SIZE CLUBS

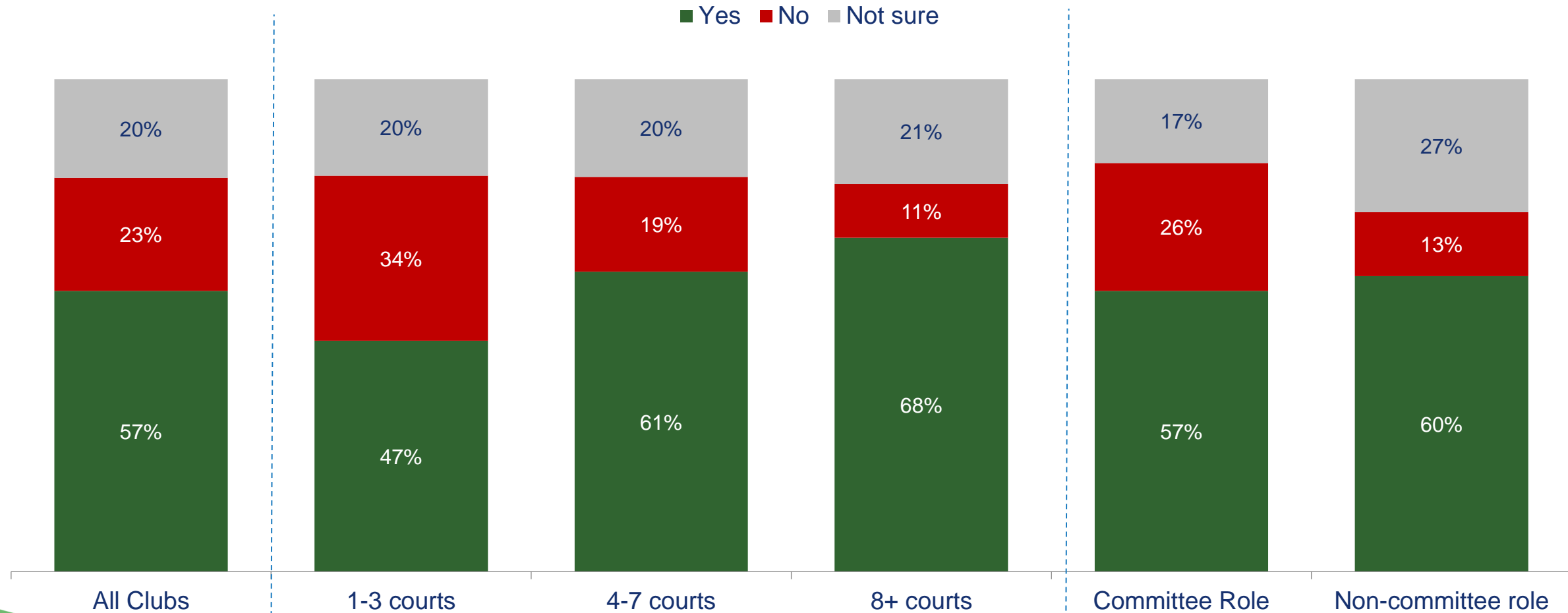
Areas of Club Focus (Scores 4+5): By Size



Different tennis clubs across the country have different areas of focus. Thinking about your club, to what extent does it have a focus in each of the following areas? Please answer using a scale where 1 = Not a focus and 5 = A main focus for your club
 1-3 courts (388), 4-7 courts (463), 8+ courts (174)

JUST OVER HALF OF ALL CLUBS HAVE A WRITTEN PLAN OF SOME SORT, WITH THE PROPORTION MUCH HIGHER FOR LARGER THAN SMALLER CLUBS. 1 IN 5 WERE UNSURE IF THEIR CLUB HAD A PLAN OR NOT, HIGHER FOR THOSE OUTSIDE THE COMMITTEE.

Whether Club Has a Written Plan



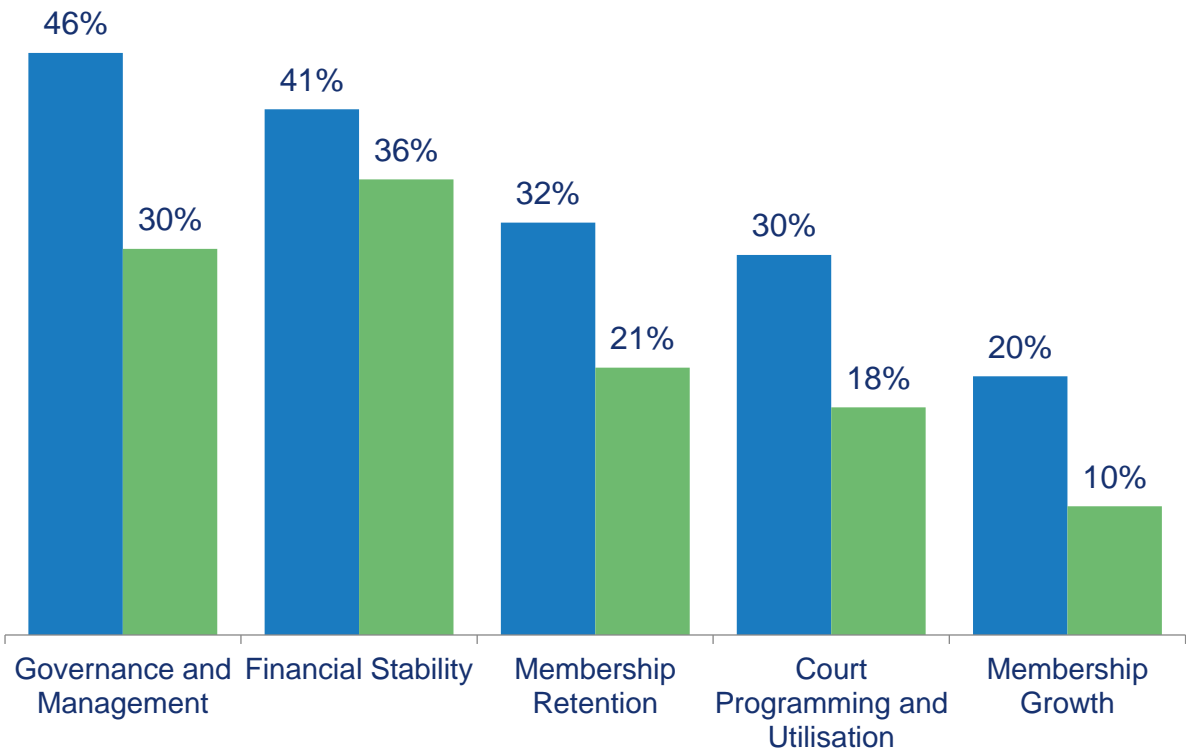
Does your club have a written plan or plans which guide its management and activities? For example, this could be a business or strategic plan, an action plan, a set of objectives, a to do list, or some other type of document that helps set priorities for the club

Total: 1026, 1-3 courts 388, 4-7 courts 463, 8+ courts 174, committee role 901, non-committee role 246

CLUBS WITH A WRITTEN PLAN SCORE THEMSELVES MORE POSITIVELY ON ALL DIMENSIONS OF CLUB HEALTH – AND THE GAP IS WIDER FOR SMALLER CLUBS

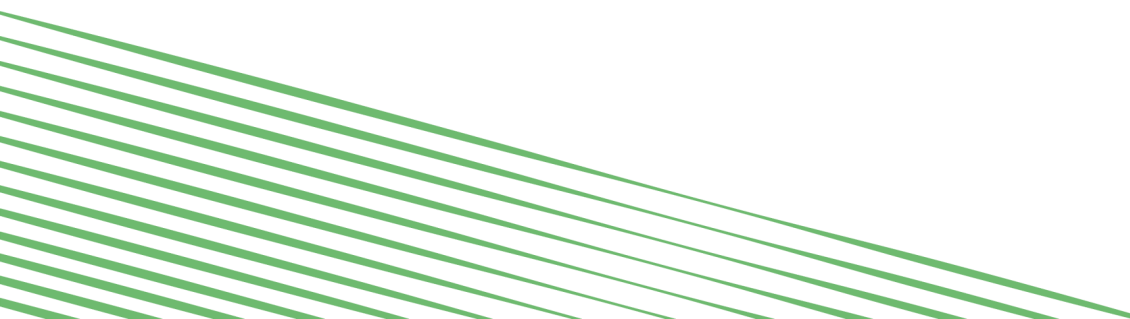
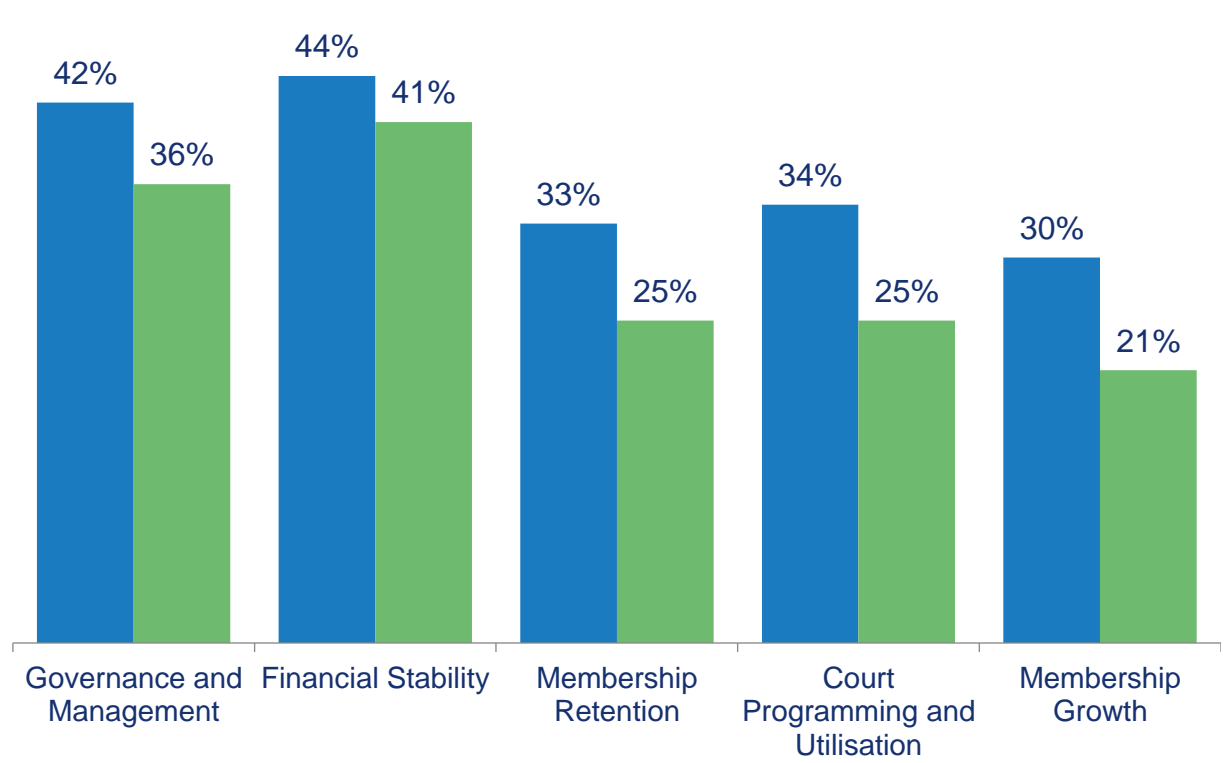
Club Health (Score 5 “Very Healthy”)
1-3 Courts

■ Has a written plan ■ No written plan



Club Health (Score 5 “Very Healthy”)
4+ Courts

■ Has a plan ■ No written plan



'Does your club have a written plan or plans which guide its management and activities? For example, this could be a business or strategic plan, an action plan, a set of objectives, a to do list, or some other type of document that helps set priorities for the club
How would you rate the current health/state of your tennis club in regards to the following measures? 1= not healthy at all and 5 = very healthy
1-3 courts / has plan: 158, 1-3 courts no plan: 129, 4+ courts / has plan: 338, 4+ courts, no plan (103)

WHAT CLUBS TOLD US ABOUT THEIR PLANS – KEYWORD ANALYSIS

	All providing a response (489)
Membership	33%
Finance / revenue / expenditure / funding	30%
Playing surface / courts	28%
(Number) of years	26%
Committee / meetings / minutes	25%
Maintenance / improvement	19%
Facilities	17%
Coaching	14%
Future	12%
Progress / check / review	11%
Juniors	11%
Inclusion / community	10%
Strategy	10%
Projects / tasks / activities	10%
Growth	9%
Lighting	9%
Governance / policies / constitution	8%
Business plan	6%
Mission / vision	4%
Padel	3%
Sustainability	2%

It's an annually reviewed set of objectives and priorities attached backed up by in depth financial planning and forecasting. This covers maintenance of facilities, improvements to facilities, organised schedules of work and development of the committee to better serve the members.

The chair has a spreadsheet which plans what the club needs to do in the near future, for example, resurfacing the courts and new fencing.

[A] plan that covers attraction and retention of members. Our focus is to increase members in all areas (juniors, families and adults). Our target demographic is residents of the village.

Objectives set. Encouraging youngsters with our coach working in local schools. Encouraging new members to participate and mix with better players.

Committee meetings are used to review previous plans/tasks and discuss their progress (such as the refurbishment of the kitchen and clubhouse), check where we are financially and decide on spending

REASONS FOR NOT HAVING A PLAN – KEYWORD ANALYSIS

	All providing a response (208)
Not enough time / people / volunteers	21%
Use committee meetings / minutes / constitution / instead	19%
Too small	16%
Not seen as necessary	13%
There is a process/plan – but not written	12%
Criticisms of club governance	12%
A plan is being developed	8%
No reason / don't know	13%

The work of running the club is already taking up more time than I would like and most of the organisation relies on the same handful of people

Because decisions are made at monthly committee meetings and if we decide that we wish to do something or make an improvement, we do it. We use common sense and a universal desire to improve our club.

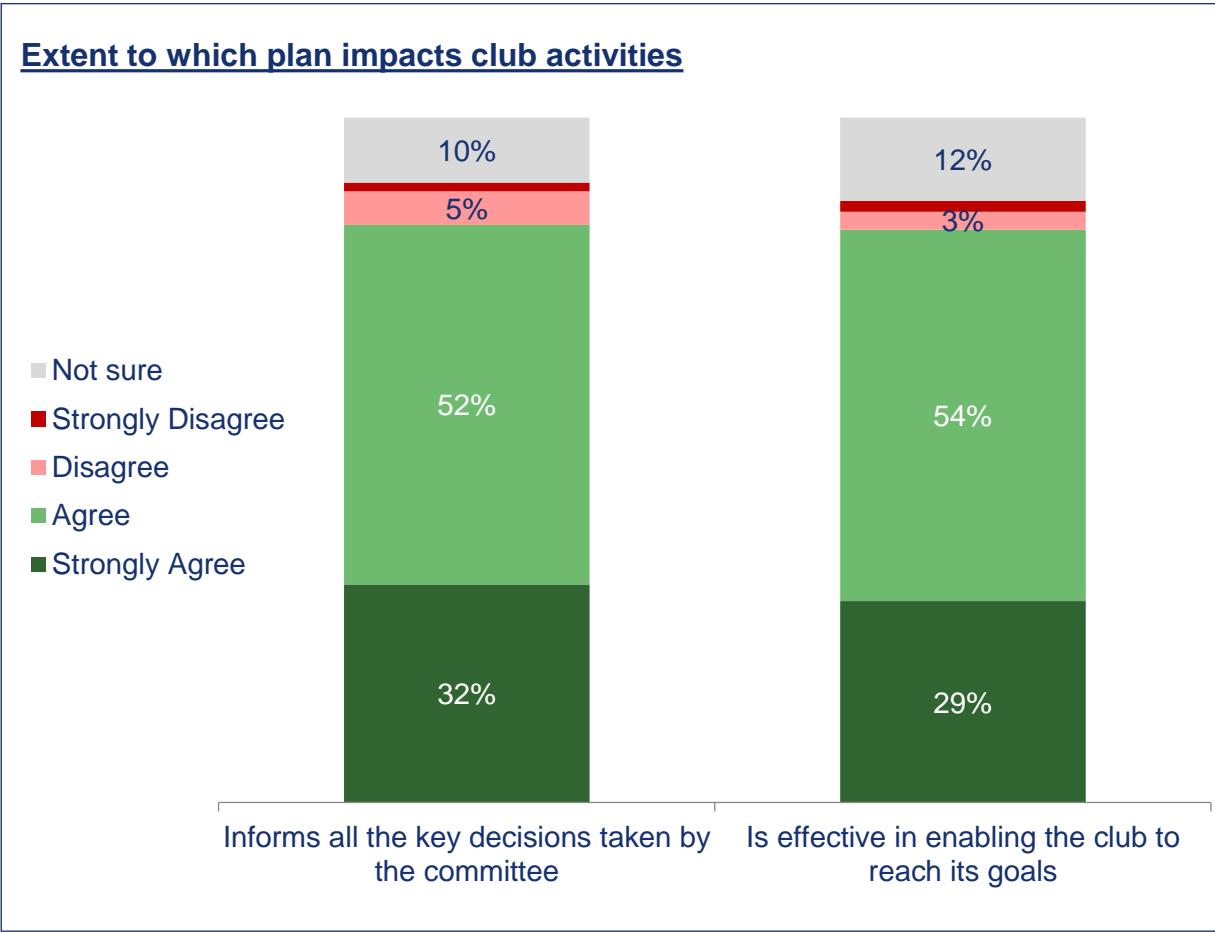
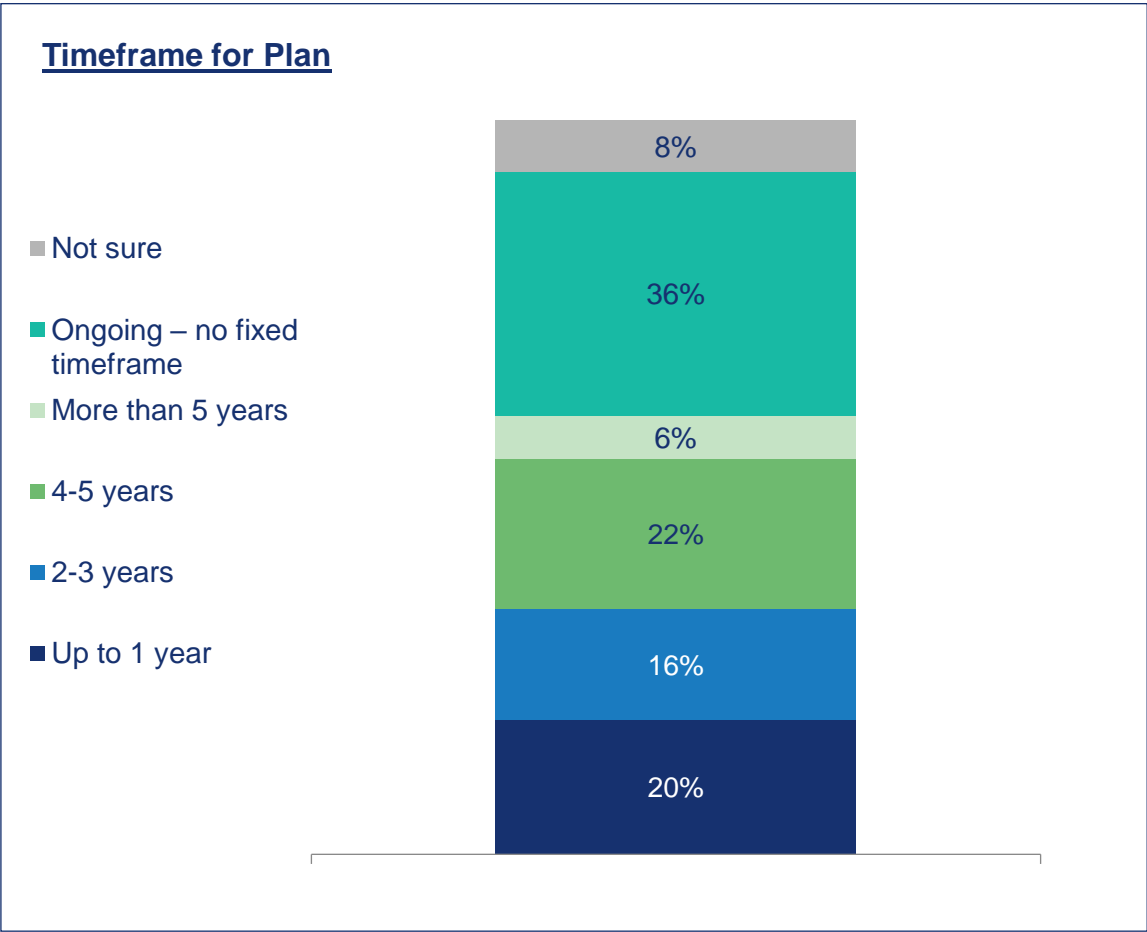
Only a small club, wouldn't warrant a written plan

Been there, done the plans, and nothing positive has happened

I'm not aware there's a written plan but there is just a general plan to be part of the community and offer opportunities for everybody to play and many local groups access the club.

I feel our committee is of an older generation and they don't really have a focus on building the club. So they don't put a guide in place

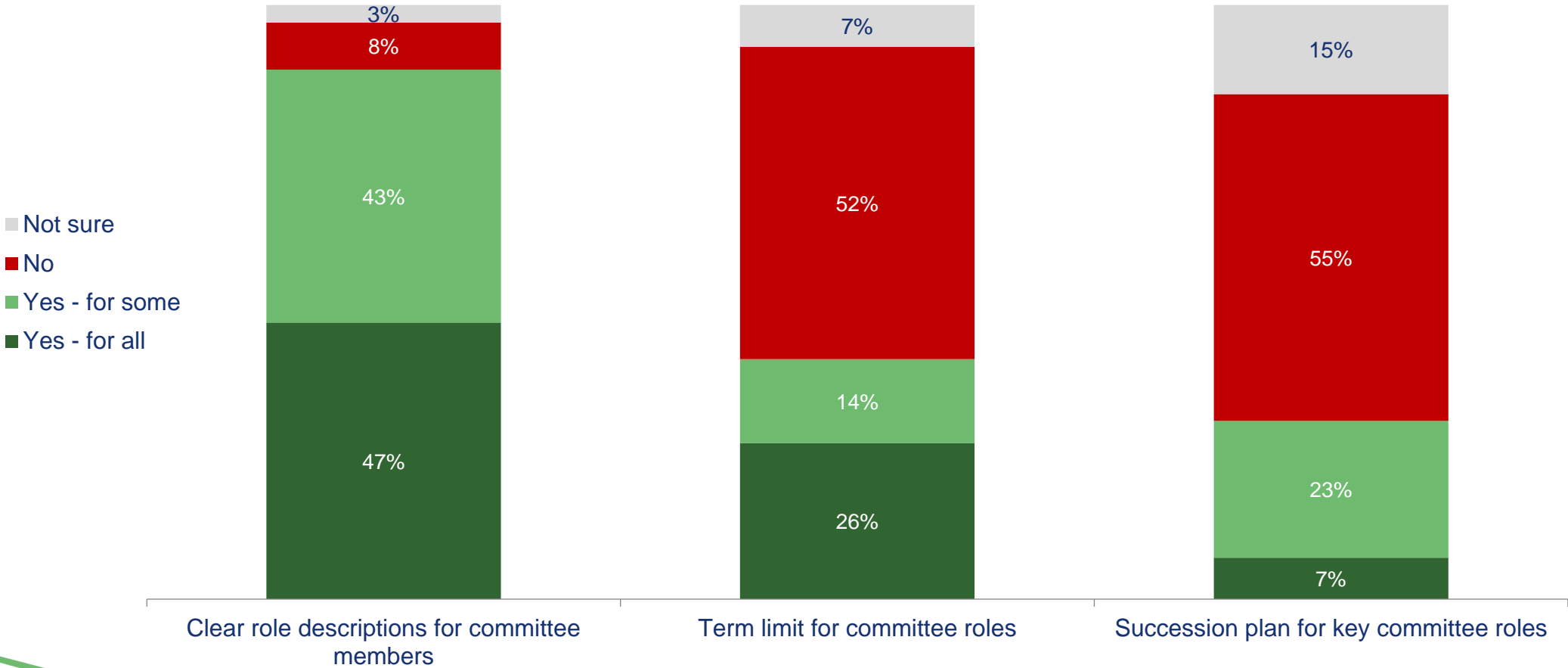
MOST PLANS HAVE A FIXED TIME PERIOD, THOUGH 1 IN 3 HAS A ROLLING TIMEFRAME. MOST AGREE THAT THEIR PLAN INFORMS DECISION MAKING AND HELPS THE CLUB REACH ITS GOALS



What is the timeframe for the plan (that is, from the time it was introduced to its planned end date)?
 (All with a plan (571))
 How far do you agree or disagree with the following statements
 (All with a plan (568))

MOST CLUBS HAVE ROLE DESCRIPTIONS FOR AT LEAST SOME COMMITTEE ROLES, BUT ONLY A MINORITY HAVE A SUCCESSION PLAN.

Overview of committee roles and planning
Does your club have....

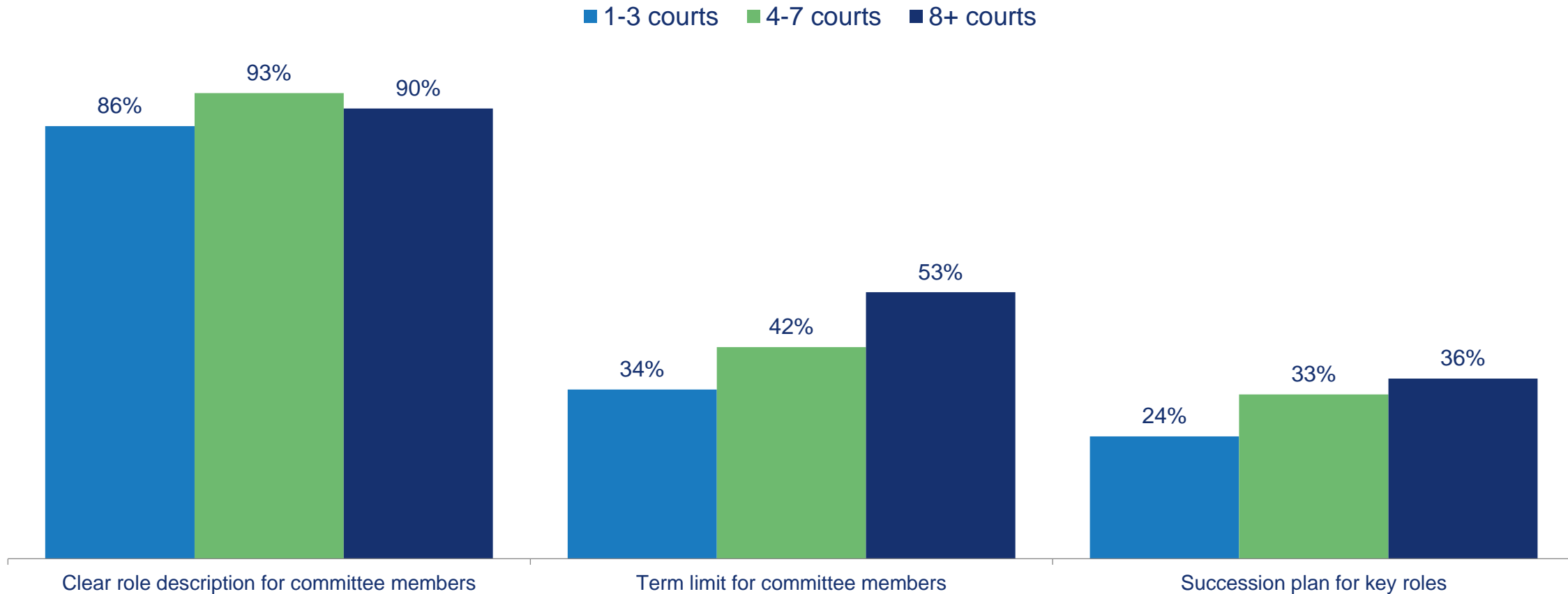


**86% agree that
 “there is an open and
 transparent
 recruitment and
 appointment process
 for committee roles
 in your club”**

Does your club have clear role descriptions for committee members? (885)
 Is there a term limit on committee roles (that is, roles are subject to a regular re-election process after a certain number of years) (881)
 As far as you know, is there a succession plan for key committee roles e.g. Chair, Secretary, Treasurer. By that we mean planning for when a person who currently holds a key position or important skill moves on or is no longer available. Succession planning is about retaining current volunteers as well as engaging new volunteers. (880)

LARGER CLUBS ARE MORE LIKELY TO HAVE TERM LIMITS FOR COMMITTEE ROLES AND TO DEVELOP SUCCESSION PLANS FOR KEY ROLES

Overview of committee roles and planning
Does your club have....
% Yes for all + Yes for some



Does your club have clear role descriptions for committee members?

Is there a term limit on committee roles (that is, roles are subject to a regular re-election process after a certain number of years)

As far as you know, is there a succession plan for key committee roles e.g. Chair, Secretary, Treasurer. By that we mean planning for when a person who currently holds a key position or important skill moves on or is no longer available. Succession planning is about retaining current volunteers as well as engaging new volunteers.

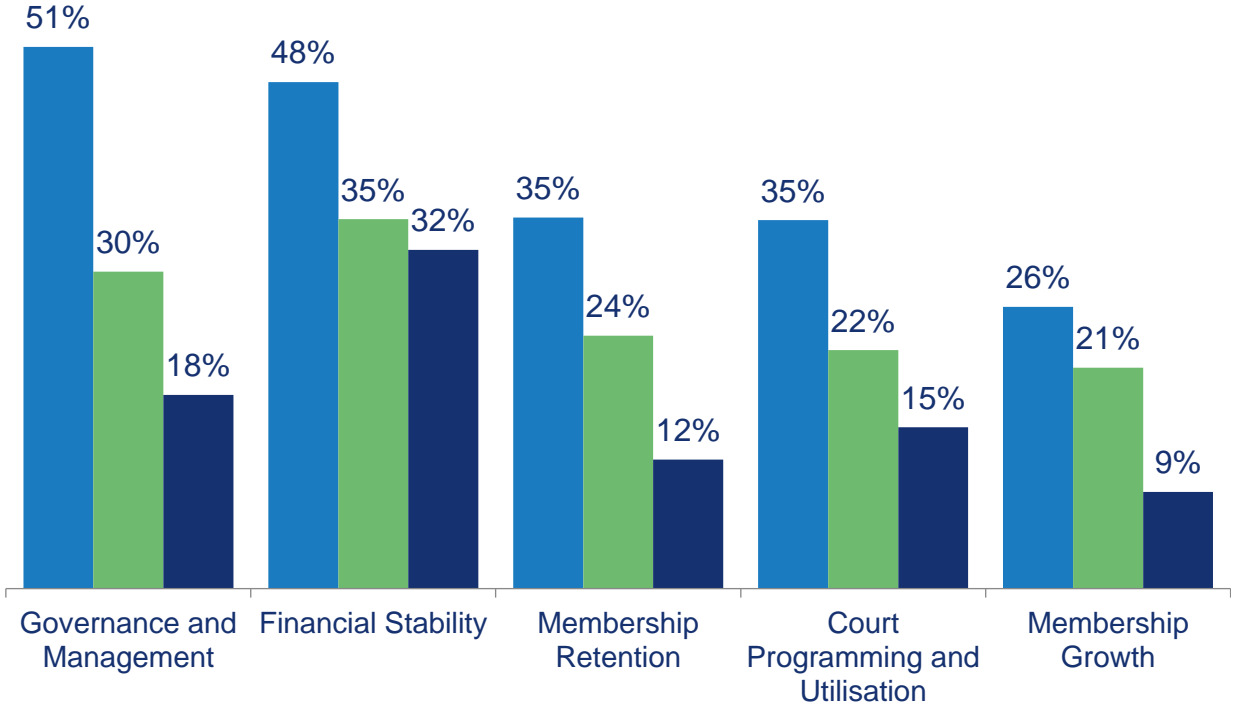
1-3 courts (342), 4-7 courts (404), 8+ courts (134)

CLUBS WITH ROLE DESCRIPTIONS / WITH SUCCESSION PLANS SCORE HIGHER ACROSS ALL DIMENSIONS OF CLUB HEALTH

Club Health (Score 5 "Very Healthy")

By whether club has clear role descriptions for committee members

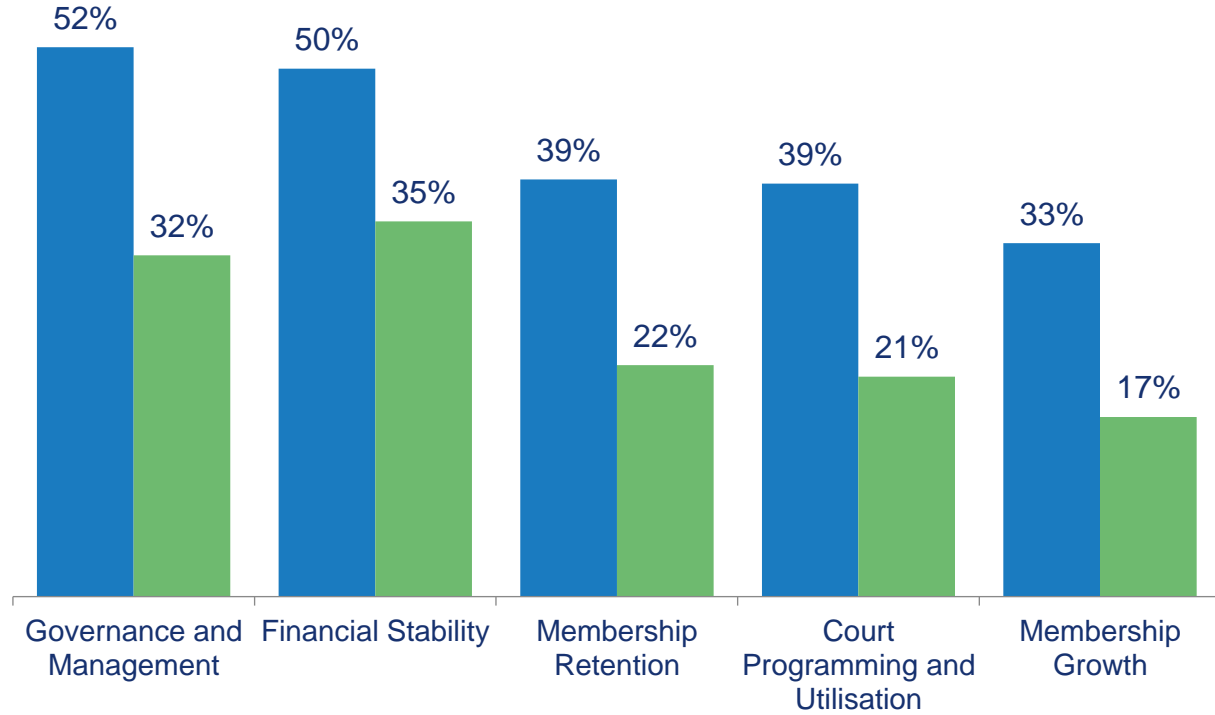
■ Yes - for all key roles ■ Yes - for some key roles ■ No



Club Health (Score 5 "Very Healthy")

By whether club has a succession plan for key roles

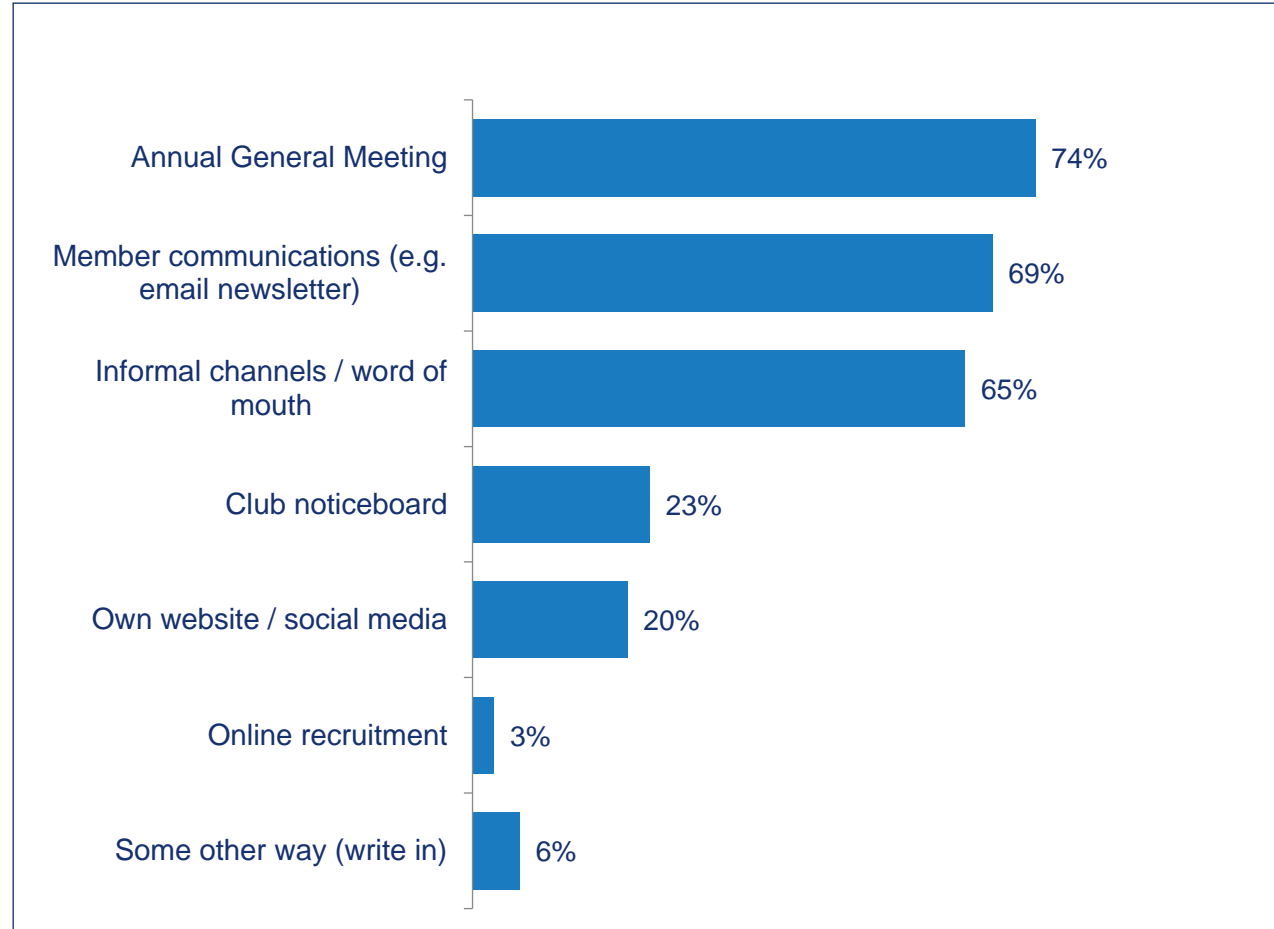
■ Yes - for some or all ■ No



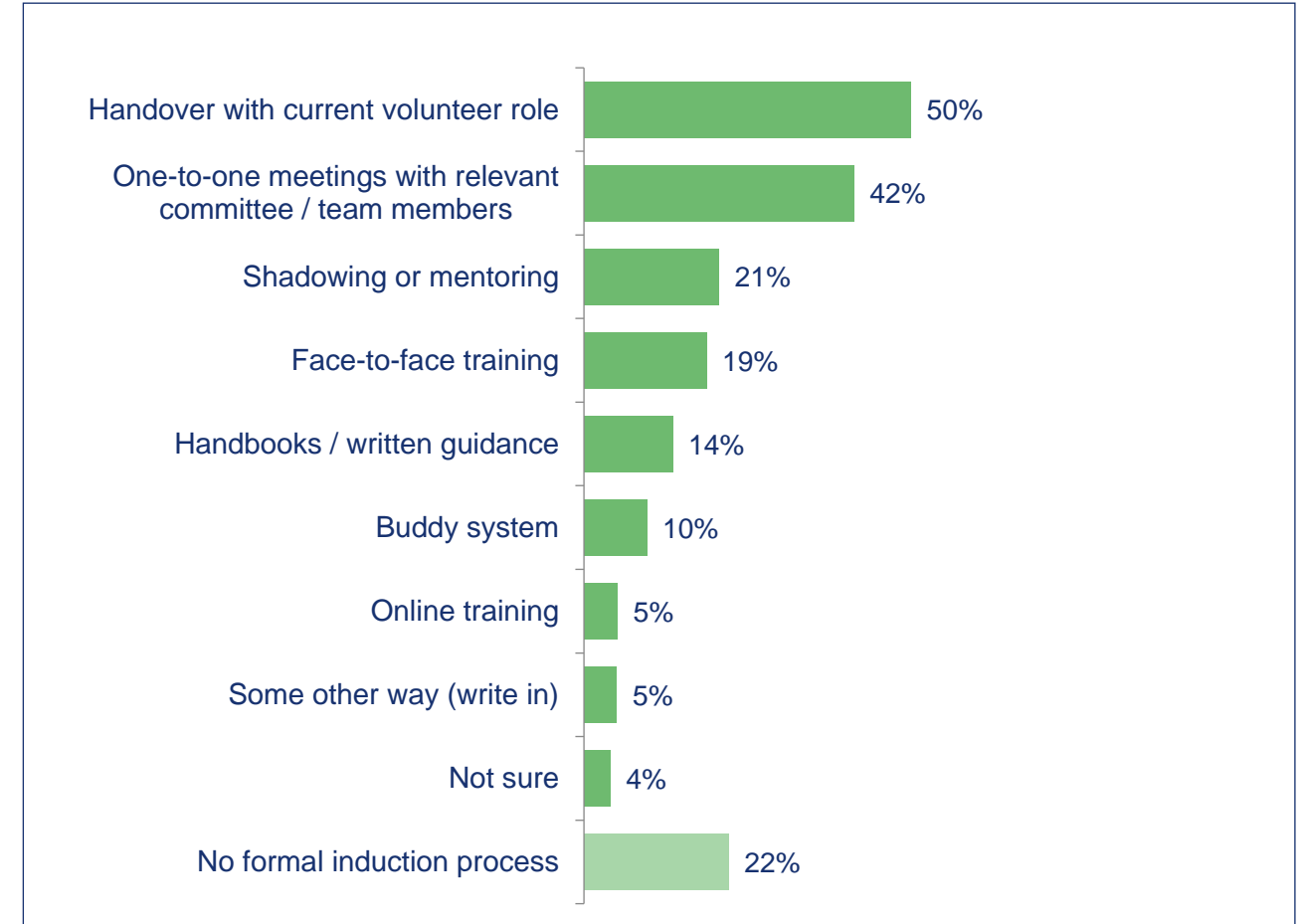
Does your club have clear role descriptions for committee members? (yes all – 393, yes some – 366, no – 66)
 As far as you know, is there a succession plan for key committee roles e.g. Chair, Secretary, Treasurer. (yes some or all – 250, no – 474)
 How would you rate the current health/state of your tennis club in regards to the following measures? 1= not healthy at all and 5 = very healthy

COMMITTEE ROLES ARE MAINLY RECRUITED VIA AGMS, MEMBER COMMS AND INFORMAL CHANNELS. THE INDUCTION PROCESS TENDS TO BE A HANDOVER WITH THE CURRENT ROLE / 1:1 MEETINGS

Channels Used to Recruit Committee Roles



Induction Process for New Volunteers

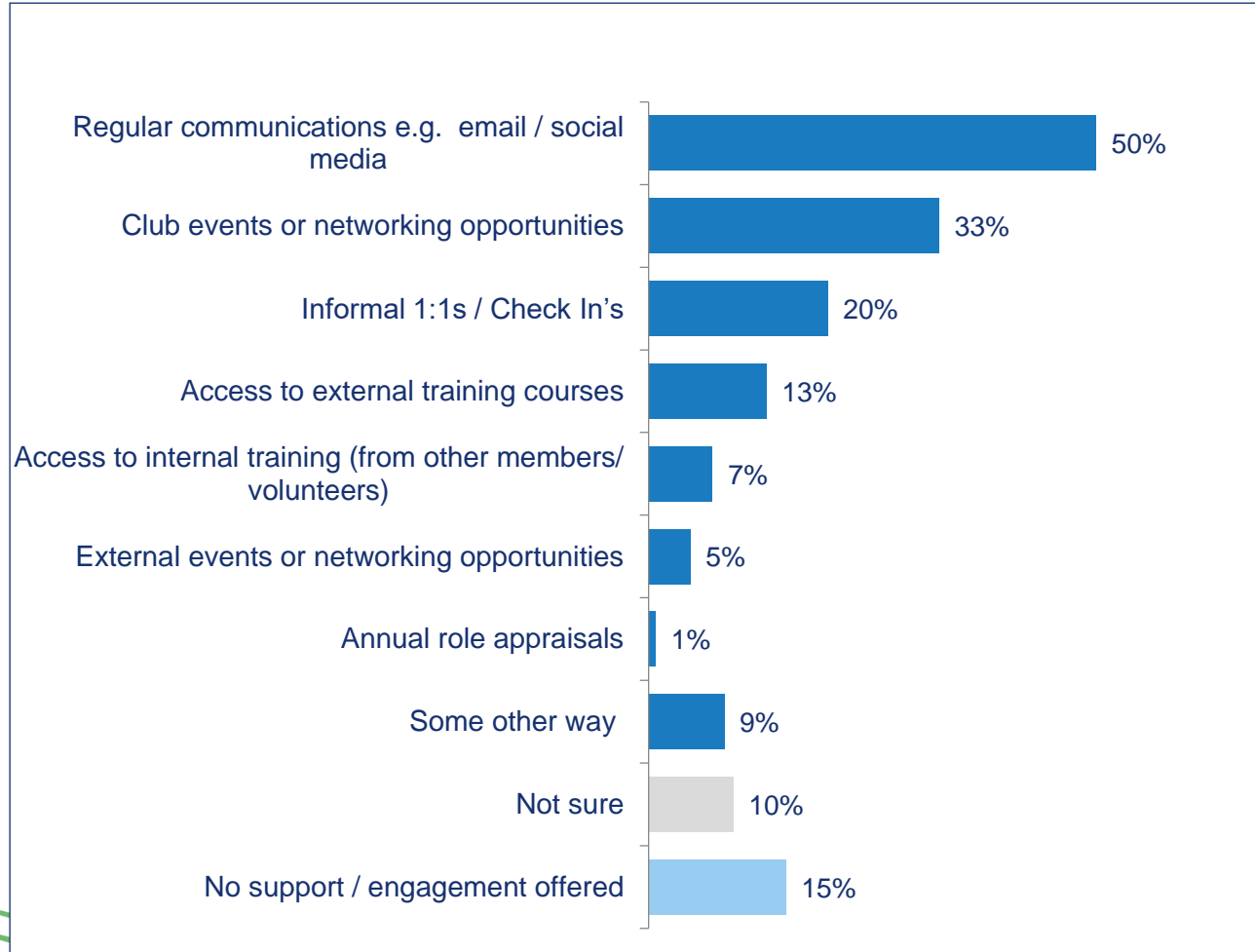


How does your club recruit for committee roles when these become vacant? Please select all that apply (883)

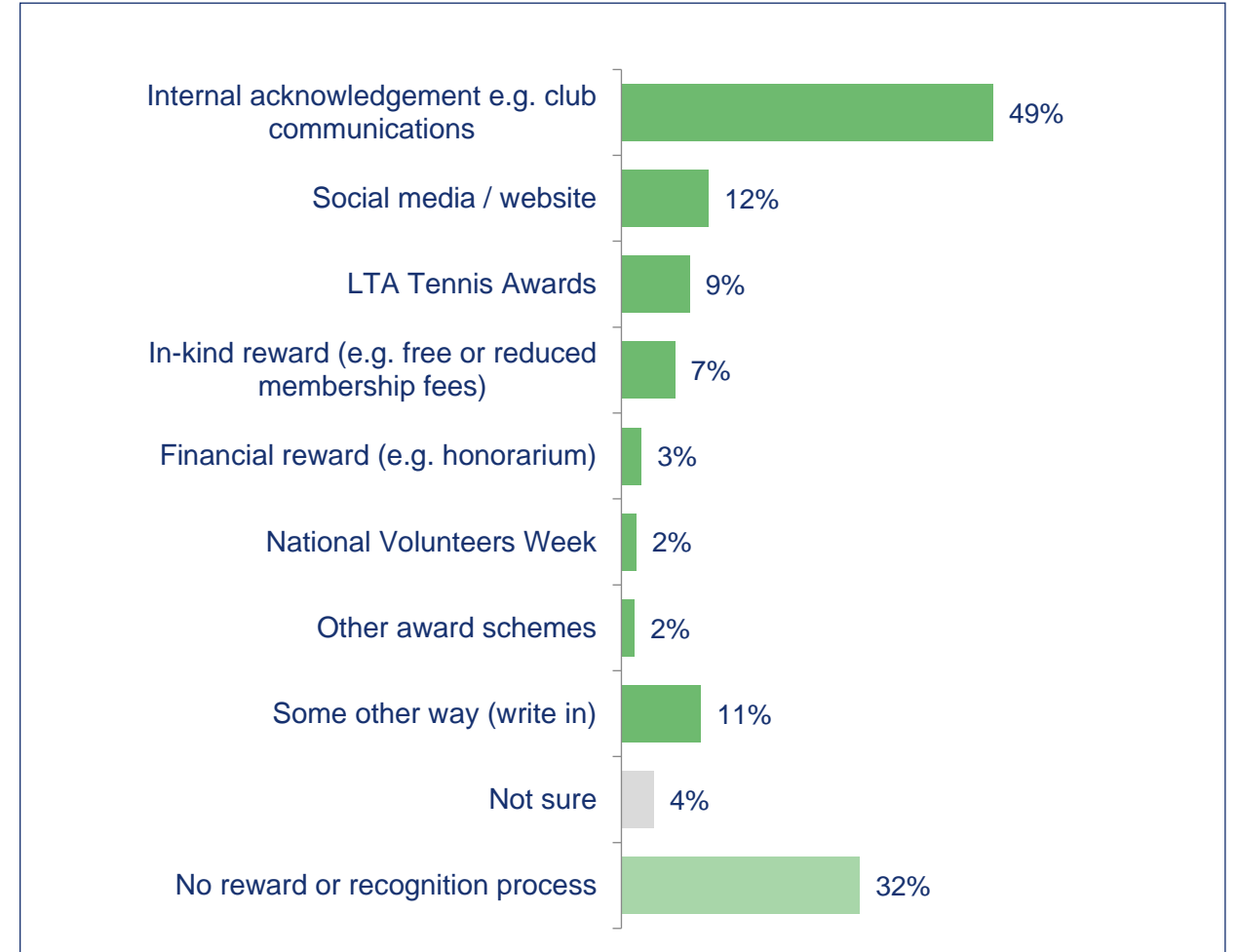
How do you induct new volunteers into your club? This includes inductions for anyone who is new in either a committee or non-committee role (even if they have previously volunteered in a different capacity) Please select all that your club currently uses, even if not for every role (996)

THE MAIN VOLUNTEER ENGAGEMENT CHANNELS ARE CLUB COMMUNICATIONS AND EVENTS. REWARD/RECOGNITION IS PRIMARILY THROUGH INTERNAL ACKNOWLEDGEMENT, THOUGH 1 IN 3 CLUBS HAVE NO PROCESS AT ALL FOR THIS

Channels to Support Volunteers & Keep Them Engaged



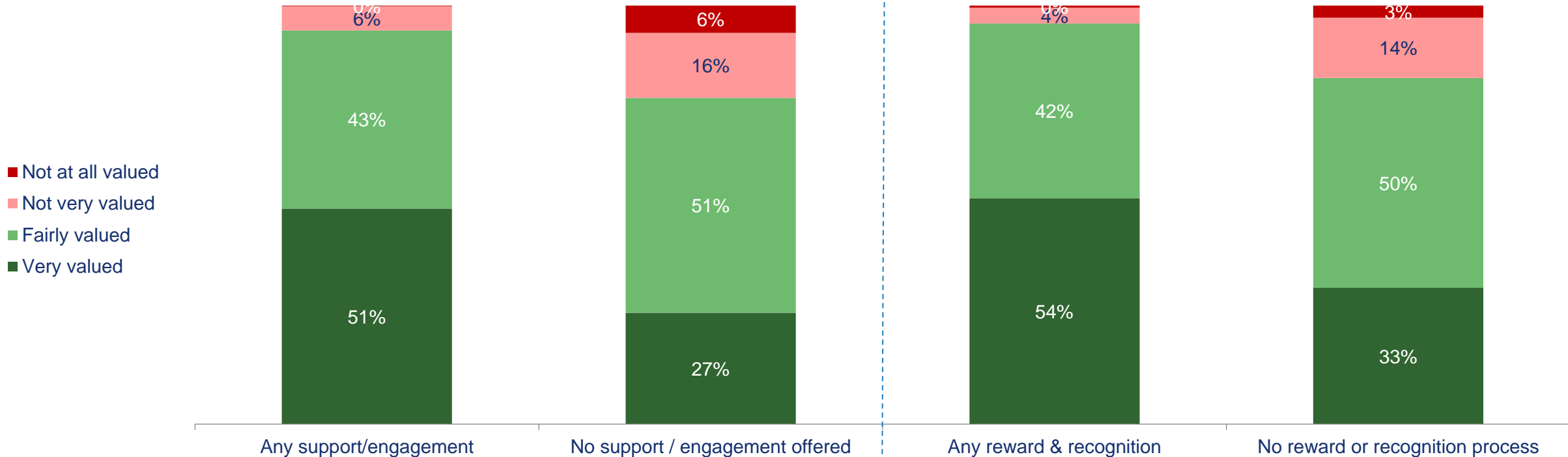
Volunteer Reward & Recognition Methods



And how does your club support volunteers and keep them engaged? Please select all that apply (995)
'How does your club reward and recognise volunteers? Please select all that apply (992)

VOLUNTEERS FEEL MORE HIGHLY VALUED BY THEIR CLUBS WHEN SUPPORT AND REWARD/ RECOGNITION MECHANISMS ARE IN PLACE

Sense of feeling valued by place you volunteer



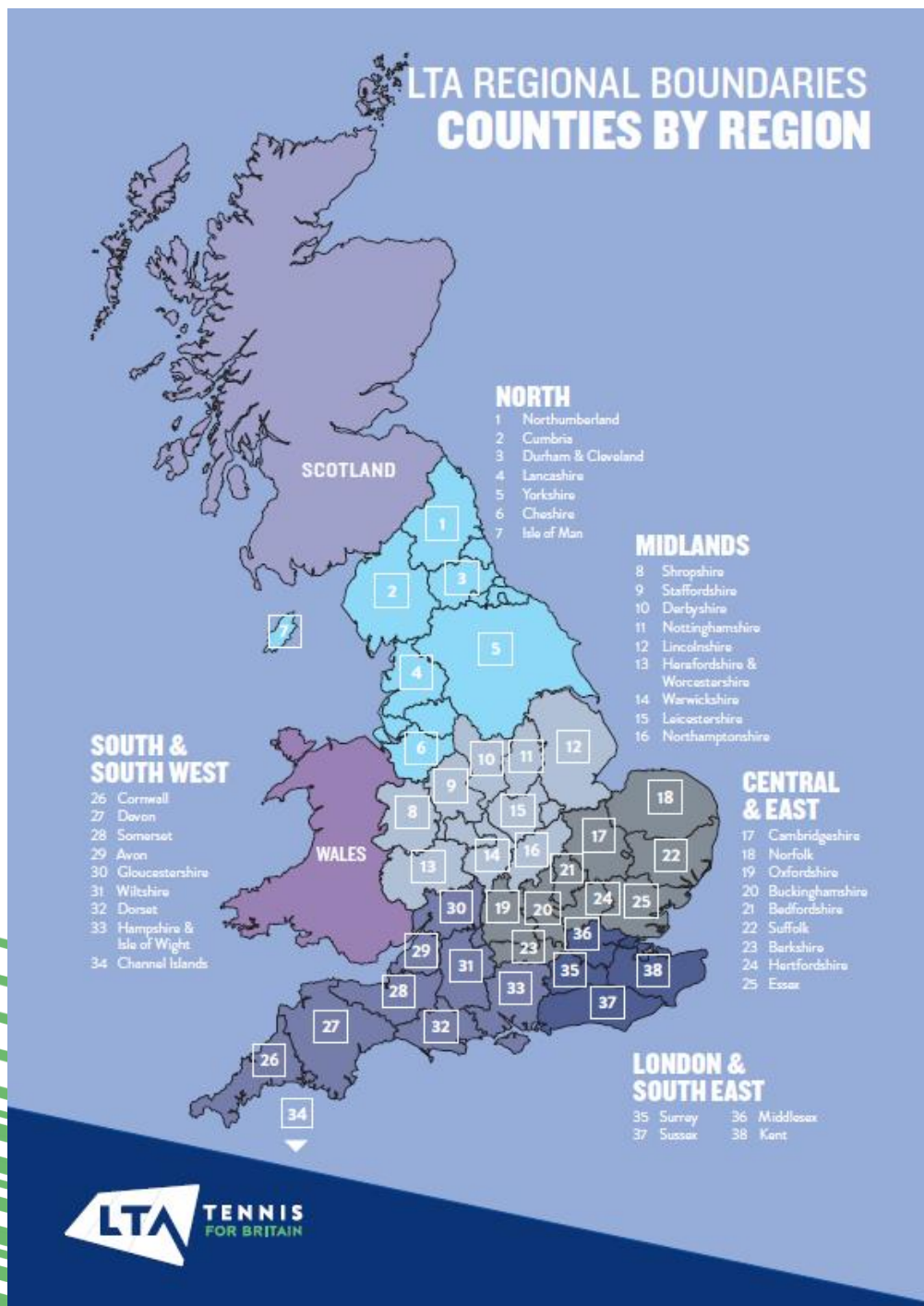
How valued do you feel as a volunteer by the following?
 And how does your club support volunteers and keep them engaged? Please select all that apply (995)
 'How does your club reward and recognise volunteers? Please select all that apply (992)
 Any support (744) / No support (154) / Any reward (635) / No reward (313)

WHAT HAPPENS NEXT?

YOU SAID, WE DID...

We are often asked what we do with the information we get back from surveys. Everything we do to support you is informed by feedback we receive from clubs direct, either through these types of survey, via individuals working on behalf of the national, regional and county teams, or through our customer support centre.

From now on, we want to ensure that everyone completing the survey has access to the results. As well as helping us to improve our support, it may be helpful for you to see what is happening nationally.



DIRECT FOLLOW UP

Based on your responses, and where you have given permission, a member of the LTA Regional Team, Tennis Scotland or Tennis Wales may follow up with your club.

Each region has an LTA Head of Region or Head of Participation in Scotland and Wales, and a team including Participation Development Partners (PDPs), and specialists to support you in areas such as workforce, competition, disability, community and safeguarding.

As well as supporting you and your club directly, these field-based teams also set up network meetings and host webinars on key topics around club management.

FOCUS, & PLANNING

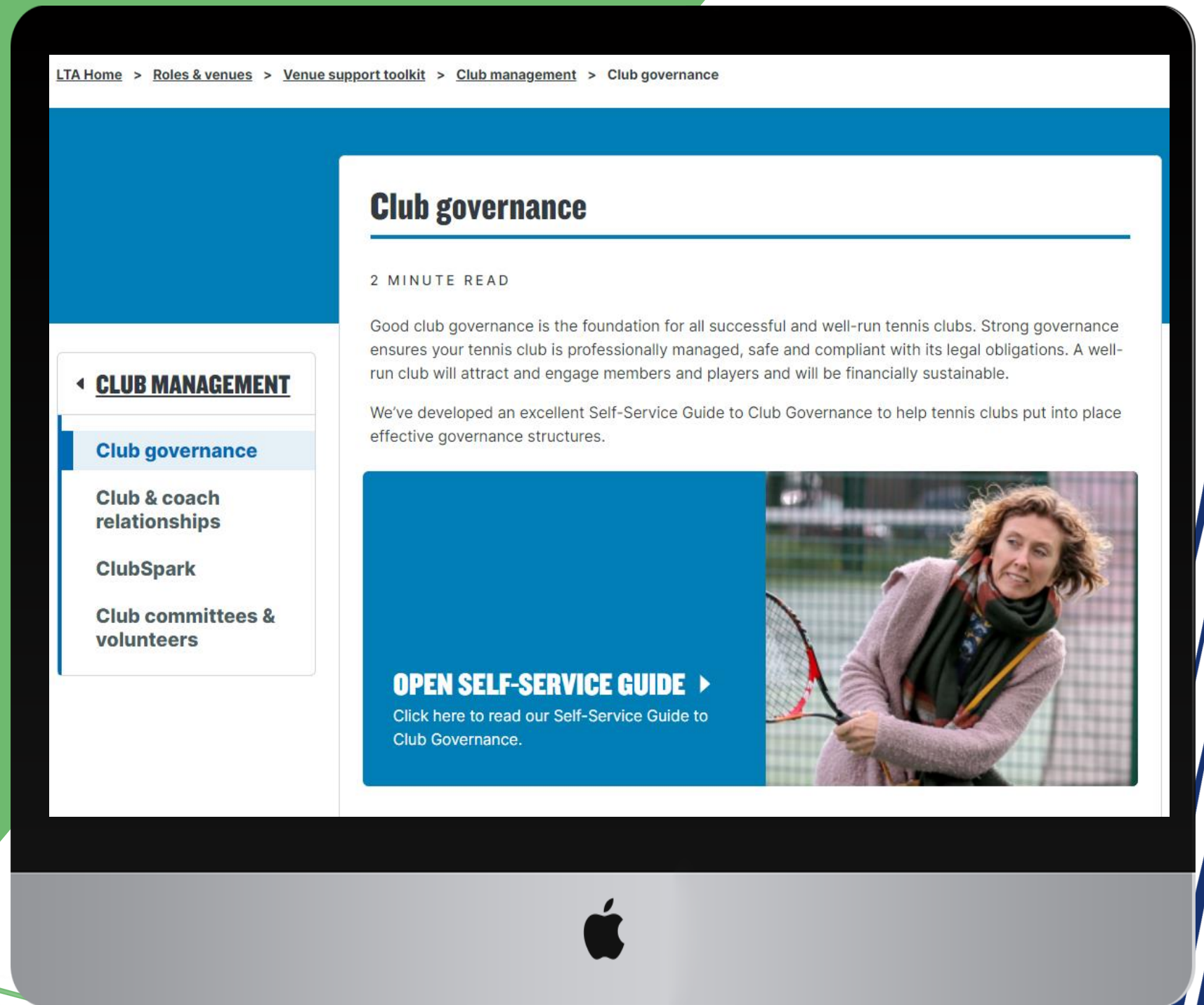
We provide a good range of resources to support your club with generating a simple plan, which will help your clubs' focus and future direction:

- Guidance, webinars and resources such as template plans to help you in writing your first plan or developing your existing one.

If you don't know where to start:

- a comprehensive self-service guide to good governance
- But also check out our [archive webinar on writing an effective plan](#)

Click on the screen to find out more.



VOLUNTEER RECRUITMENT

Over 25,000 people choose to volunteer in tennis across Britain at a local, county, regional and/or national level.

For support on retaining and recruiting volunteers at your club view the Club Committees & Volunteers pages of the Venue Support Toolkit.

More to be developed on this based on your feedback.

Click on the screen to find out more.

Club committees & volunteers

1 MINUTE READ



Every successful tennis club needs great people behind it – whether they're volunteers or paid staff. In fact, Britain's courts have more than **25,000 people** volunteering their time throughout the year, opening tennis up across the country.

It's vital our volunteers are supported from the get-go – from **recruitment and training** through to how they're **recognised and retained**...

Recruiting

It's crucial to select people with the right skills and motivations to match your club's requirements. There's plenty of practical support and information available here on our website to get you started:

- Our **Resources Library** has template **role descriptions**, **volunteer agreements** and an **induction checklist**.
- Our **Safeguarding** guidance provides advice on recruiting **volunteers** safely, including **DBS checks**.

Supporting and retaining volunteers

Volunteering should be fun and made to be as easy as possible – and part of this is ensuring you have the right **training and support** resources in place.

Our Self-Service Guide is an excellent place to start for advice on recruiting and retaining volunteers. You can also browse our courses – which include Competition Organiser, First Aid and Safeguarding workshops – in the **Coach & Teach** section of our website.



THANK YOU

We hope you found these findings of interest. The next survey will go out to a different set of clubs and volunteers in November 2023 – the findings will be made available in due course.