



**Southbourne
Tennis Club**

Registered Charity: 1185919
CRM: 0001398

TITLE: STC Business Development Plan – 2022 Update

OWNER - Chairman

ISSUE DATE: March 2022

REVIEW DATE: March 2025



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The Southbourne Tennis Club



Business Development Plan

Draft v2.0

24th March 2022



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1 EXECUTIVE SUMMARY

The first Southbourne Tennis Club Business Development Plan was created in January 2019 and has provided strategic guidance for the committee for the last 3 years.

During that period the club has made some valuable progress against the objectives identified and has managed its way through the Covid-19 pandemic.

As we emerge from the pandemic back to a new normality it seems appropriate to update the Business Development Plan by recording progress made, reconfirming areas that continue to require the focus of the committee and additional areas of improvement that have been identified through a membership survey conducted in November 2021.

In 2019 we faced:

- An aging and but increasing membership (possibly due to the pandemic)
- A lack of members in the 30 - 50 year age range
- The need for increased funding for on-going maintenance and longer-term capital expenditure
- Untapped opportunities to gain sources of funding whether grants, loans, sponsorship, donations or bequests
- Club facilities that require continual renewal in order to attract members and serve as a 'destination' for members, not just a transit lounge!

Meeting these challenges is essential not only to our survival, but also to ensuring that the club thrives. The business plan aims to future proof our membership, facilities, finances and management structure to achieve long term stability.

The purpose of this updated Business Plan, therefore, is to set out our priorities for the coming 3 years and highlight the essential changes the club needs to make to continue its past success. It includes the specific objectives we feel will see us through this period and to a future of greater certainty – providing:

- A solid basis for The Club's investment and development decisions.
- A reason for inviting sponsorship and external funding to The Club.
- Clear objectives, on which underlying activities can be based.

This **executive summary** gives a picture of what we need to change and the essential broad actions we need to take. The business plan will then break down these areas further, looking in some detail at:

- where we were in 2019
- where are we in 2022
- specific objectives and the necessary actions that will take us to achieving those objectives.



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Our Priorities:

The following priorities within the 2019 Business Plan are reiterated with progress up to the beginning of 2022 highlighted:

Finance – our financial position and options need to be clearer.

- Clarify the club's financial position and establish predicted/possible income and expenditure scenarios and investment project implications.

A long-term investment plan has been created based on forecast income and expenditure for a period of 10 years.

- Identify and explore all sources of possible funding, whether grants, loans, sponsorship or bequests

Due to the difficulty of recruiting a committee member to lead this activity no progress has been made.

- Complete lease with BCC

Several meetings were held with Bournemouth Council and a way forward was identified. Unfortunately, due to a reorganisation of Bournemouth, Christchurch and Poole councils and the retirement of the council lead on this activity, progress has stalled, and we await further contact from the BCP council. Provision is being made in the accounts for any arrears that become payable.

Structure – this needs to reflect the importance of Marketing and Business Development.

- Create a new committee position titled 'Marketing and Business Development' in order to create a Marketing Plan for the club and establish a culture that recognised that all members, committee, coaches and players, have a role to play in both generating and retaining membership.

To date it has not been possible to find a volunteer to take on this role. Efforts will continue to be made by the existing committee members on an ad hoc basis.

- Complete registration of our Charitable Status

This was completed in March 2019

Marketing – the club is at risk if raising the membership numbers is not given the necessary importance

- Create Marketing and Business Development Plan to increase the level of membership to a minimum level for the club to achieve a break-even position. Break even in this context means generating sufficient funds to cover costs and on-going maintenance expenditure.

The current membership levels are currently providing enough income to contribute to a sinking fund as recommended by the LTA along with a break-even position with respect to revenue expenditure. However, we are in the first year of paying for general maintenance to be carried out around the club and it will be necessary to evaluate whether this is a sustainable approach long-term.

Membership – members need to feel drawn into the club, their successes and progress celebrated.

- Improve member's experience (new and old) whenever and wherever they come in contact with the club and its facilities. Make it a place people want to come and enjoy before, during and after playing tennis. This includes facilities, member experiences and communication.

A significant number of improvements to the STC facilities have been made. During lockdown the coaches



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painted the inside of the club house and carried out several overdue pieces of maintenance. The internal furniture has been replaced to provide an improvement in the user experience.

The floodlights have been replaced with LED lighting to improve the playing experience and reduce maintenance and running costs.

The remainder of the car park has been surfaced and lined to improve the user appeal of the club.

Communication – our success comes from the relationship the club has with its members.

- Review effectiveness and consistency of all communication methods whether notice boards, emails, website etc. to ensure we have entered the 21st century.

The STC website continues to be used as an information source for prospective and existing members. The content is largely static.

The committee are looking to use social media (in particular Facebook) to promote the club.

- Achieve clearer and more focused communication - for many reasons. Importantly we need to connect members and their skill/motivation to the needs of the club.

Monthly Newsletters are being emailed to members to provide information of all aspects of the club.

- Clarify roles and responsibilities re managing communications whether written, electronic or face to face,

Currently the chairman and the coaches provide most of the electronic communication on behalf of the committee.

Membership Survey November 2021 – our continued success comes from providing the membership with an attractive and cost-effective offering.

- A survey was sent to all adult members in November 2021. The objective was to ensure that the club continues to meet members' needs and to generate ideas to help the committee improve the club.

The following areas were highlighted by members and the committee will look to make improvements in these areas where practical

- 1) Create a club session specifically for beginners at the weekend to provide a pathway from beginner coaching to Green club sessions. Focus on emphasising to members the different standards for the Red and Green club sessions.
- 2) Continue the special offer and consider other membership deals for new members during April & May. Encourage prospective members to try tennis at the club without being charged.
- 3) Consider more use of social media to advertise the club
- 4) Offer a wide range of social activities for members and prospective members
- 5) Ensure all members have a copy of the club rules and attempt to improve court etiquette

All the steps taken support our understanding of two important areas.

Firstly... - what is our 'Vision' - what sort of club do we want to be? This will drive the behaviours within the club.



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Secondly... - why do people join the club – what persuades them to join? This allows us to target those we want to attract as new members.

2 INTRODUCTION

This Business Development Plan aims to:

- Provide a solid basis for The Club's investment and development decisions.
- Provide a basis for inviting sponsorship and external funding to The Club.
- Provide clear objectives, on which underlying activities will be based.

STC has followed the LTA template/guidance where possible in the creation of this BDP. In addition to the categories suggested by the LTA, The Committee has chosen to explore:

- Club senior, junior, tournament and league tennis.
- Tennis services to the local community.
- Members experience/Club Social activities.
- Club facilities and maintenance
- Club operations, marketing, and management.

These continue to be the priority areas of focus for the committee.

This updated BDP covers a three year period from March 2022.

3 FINANCIAL MANAGEMENT

This section looks at how the Club plans, reports and manages its finances. It also looks at how it raises funding and investment to support the club's activities. It considers internal fundraising, external investment in the club, opportunities for grant-funding support, and ways to improve the efficiencies of the club and thereby reduce expenditure.

3.1 *Where were we in 2019?*

Scrutiny of the Club's projected 2018-19 accounts leads to the following observations:

- The primary source of Club income is from membership subscriptions. However, this has fallen by 25% over the past 4 years as a result of membership levels falling.
- There is no sponsorship or legacy income.
- There is only £210 of donation income.
- There is no income from matched funds, gift aid, or fundraising.
- There has been a 68% increase in utility costs over a five-month period from 2017 to 2018.
- There is no surplus available for transfer to the sinking fund

3.2 *Where are we in 2022?*

Objective 1: Develop and implement a more proactive style of management and reporting



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The committee recognised that holding the AGM in October and setting membership fees at that time was not appropriate timing. Consequently the 2022 AGM will be held in April where the membership fees will be set.

In order to align the financial year with the AGM, changes have been made so that the financial year will run from January to December rather than April to March.

The accounts are reviewed at committee meetings bi-monthly where financial decisions are discussed and spending ratified.

A long-term plan has been developed for the sinking fund. Capital expenditure has been scheduled for all major projects.

The sinking fund is being increased annually in accordance with LTA recommendations.

The LTA loan for the club house comes to an end in 2023.

Objective 2: Document all key financial policies

The treasurer now creates an annual budget for the year based on anticipated income and known and likely expenditure. This allows the committee to measure the performance against the budget and helps to identify areas of concern.

A 10-year capital plan based on the sinking fund has been created and updated over the last year. It is based on the LTA requirements for a club of our size and encompasses all major aspects of expenditure that can be reasonably foreseen.

The committee has started to examine utility costs and this will continue on an annual basis.

Objective 3: Develop relationships and seek funding from partners and sponsors

Due to the inability to recruit a specific person on to the committee to lead fundraising and sponsorship, progress has been made in a very ad hoc way.

A grant of £5000 was secured from the Dorset LTA towards the replacement floodlights

A small amount of sponsorship has been received from a local estate agent.

A large amount of donations was received from members following the reduction in membership fees due to the Covid-19 closure of the club. It is anticipated that donations will fall back to a low level going forward.

The head coach has secured some funding for The Disability Tennis Programme but we believe that this could be increased if this became the focus of a committee member.

Objective 4: Complete negotiations on leases with BBC

Negotiations were well advanced with BBC in 2019.

The restructuring of the council into Bournemouth, Christchurch and Poole Council (BCP), the retirement of the council representative and the Covid-19 pandemic has resulted in no further progress being made.

The committee will reengage with the council when they have the capacity to complete the negotiations. In the meantime, financial provision for any arrears that may be payable has been made in the accounts.



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4 CLUB OPERATIONS AND MANAGEMENT

4.1 Where were we in 2019?

The Club has refreshed its by-line and purpose to reflect its broader role in the community: **'Southbourne Tennis Club is a diverse member's club with an outstanding community programme'**. Its main purpose is: **'to maintain and where possible extend access to the whole community to improve their health and well-being by taking part in physical and social activity, specifically through participation in tennis'**.

STC operates as a non-profit making, limited company by guarantee. Every full member is a shareholder with a limited liability of £1. Club articles were created in 1965 when The Club was formed and these are supported by a set of Club rules. Following detailed discussions and presentations, at its meeting on 10th September 2018 the STC Committee formally endorsed The Club applying for charitable status. The divergence between the current Club articles and Club Rules will be addressed during the application process for charitable status.

The Club is managed by a Members Committee. Committee members are company directors and have responsibilities under the Companies Act 2006. It is registered with the LTA and fully complies with all of the requisite LTA standards and policies.

4.2 Where are we in 2022?

Objective 1: Complete the work to register The Club for charitable status.

The club was registered as a charity in March 2019.

The committee members now have the additional responsibility of being Charity Trustees.

Operating as a charity should enable the club to secure additional funding.

Objective 2: Review governance arrangements to focus upon the Club's objectives

The STC Committee will review the current roles and responsibilities of its members alongside examining the function of each role. This is with a view to ensuring that the Committee is able to operate at a more strategic level as well as to enable and facilitate the delivery of the Club Business Development Plan. Emphasis needs to be given to Fund Raising and Marketing, identifying how better links can be made with junior tennis and younger players and altering the level and type of involvement that the Club Coach has with the Committee.

The lack of committee members has delayed any progress in this area.

5 MARKETING AND BUSINESS DEVELOPMENT

The Club has in simple terms two offerings – join as a paid member or use the courts on a 'Pay & Play' basis.

Pay and Play is an LTA initiative that has been in place for 4 years, whereby members of the public can register and book playing time via the Clubspark online system. It aims to create opportunities for people in the local community to try tennis, and to encourage more people to become Club members. Pay & Play is defined in the Club Rules as follows:

- Pay and play sessions are available to the public between 12-3.30 every day and at other times if there is no prior booking.
- The cost of booking a court will be £6 per hour.
- Pay and play courts can be booked up to three days in advance.
- There is a limit of four bookings



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It is expected that after four bookings individuals become members at ours or another local club or facility.

Full membership is detailed in the following section

5.1 Where were we in 2019?

Membership is managed using the LTA's Club Spark system. The system is also used for email communications with those members who have registered an email address.

Current membership groups can be seen in the table below. Membership fees are set to rise for some membership groups at the next renewal in June 2019. Specifically the increases are Adult from £195 to £215, Over 65 from £146.25 to £161.25 and Country from £100 to £110. A 10% discount is applied to all members joining from one household. Fees are paid in a lump sum, with no option to pay in instalments.

Membership Group	Paid up members as at 31 May each year				Jan 2019
	2015	2016	2017	2018	2019
Adult	157	127	123	121	101
Country	13	12	15	14	11
Over 65's	33	39	42	44	54
Student	5	3	3	3	1
Juniors	72	71	61	57	58
Girls Friday Club	n/a	n/a	9	7	4
total paid members	280	252	253	246	229

Figure 1 – Table of Membership

From the table it can be seen that although the number of members in the 'Over 65' Group is increasing, the number of Adult Members is declining. In addition, the number of Junior Members is declining since few go on to become Adult Members. Fluctuations in annual membership are not unusual, and tennis has declined in popularity across the UK along with other sports. However, these figures show a significant decline in adult and junior members over the past 4 years. This has reduced annual membership income by 25%.

The Club has consulted members and ex-members to establish reasons for the membership decline. Findings were:

- Members who have not re-joined have found other activities instead of playing tennis. A number who did not re-join this year said they were 'too busy' to play for a variety of reasons
- Members retained are ones with longstanding friendships, who organise private games at the club such as fixed fours.

5.2 Where are we now in 2022?

The progress of objectives under this heading were dependent upon recruiting a Marketing Committee member with clear role and responsibility for increasing the number of member the club attracts. This person would then form a working group principally to achieve the following objective and help put into practice the actions that come from it. Unfortunately it has not been possible to recruit anyone to fulfil this role.



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Further specific objectives will be created once the plan is agreed at committee.

Objective 1: Develop and agree a Marketing Strategy/Plan

Objective 1	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Create a Marketing Plan for the club in order to achieve agreed increase in membership.	Form a working group to establish who to attract, agree how to attract them and put the strategy and plan into action			

No progress has been made on this objective.

5.3 Impact of Covid-19 Pandemic

The club was closed for significant periods of time during 2020 and 2021 which had a significant impact on the on the club. Membership fees were discounted for both years to compensate members for club closure. However, BCP grants given to all businesses that closed during the pandemic offset the reduction in income almost exactly.

There was a significant increase in “Pay and Play” sessions during the pandemic. The Pay and Play offering has been reviewed and changes made. Pay and Play sessions are now available at any time of day and the cost has increased to £8/hour. It is anticipated that Pay and Play sessions will return to pre-pandemic levels.

The club offered a membership deal “April 2021 through to May 2022” for the June 2020 membership price. A significant number of new members took advantage of the deal. This (or a similar) deal will be implemented for the foreseeable future.

The membership of the club has increased over the period of the pandemic in line with trends across LTA member clubs. It is not clear whether this is a consequence of people wishing to play more sport in the open air or is a genuine increase in participation in tennis. The new membership year beginning in June 2022 will give a strong indication of the number of renewals and hence the ongoing health of the club

INSERT UPDATED MEMBERSHIP TABLE HERE

6 MEMBERS EXPERIENCE/CLUB SOCIAL ACTIVITIES

There is no doubt the club is seen generally as friendly and social. This feeling needs to be strengthened and members’ experiences improved so they, whether new and existing members, feel it is a place they want to come before, during and after playing tennis.

6.1 Where were we in 2019?

Social activities at the club are organised and managed by the Social Secretary. In the last 12 months these have included two trips and five social events, namely:

- Trip to the O2 ATP tournament
- Christmas Party
- Bowling Night (Feb)
- Wooden Racquet Fun Doubles
- Cardio Evening Social
- Easter Cardio



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In addition the Social Secretary is responsible for organising catering and kitchen support through the year for (5) club tournaments. On occasions some splinter groups within the club organise their own social activities, and feedback from interviewees suggests this is either because they simply wish to, or because the club is not meeting a sufficiently wide range of requirements. A survey has recently been conducted to ask members what events they would like to see organised in future.

Members do not find the clubhouse environment an inviting one, and it is in need of refurbishment (see section 7 Facilities). Members have said that they visit the club to play tennis, and if they cannot play for any reason (such as an injury or ill health) then they do not come to the club at all, i.e. for any social reason. There is a TV in the clubhouse but it is located away from the main thoroughfare, and does not show any sports channels. In summary therefore, it is the general view of those members interviewed that the club 'offering' is tennis and nothing else.

Analysis of other local clubs and case studies provided by the LTA suggest that there may be opportunities to provide more flexible membership packages, such as trial memberships, family memberships, etc. which can attract additional members to the club. A more flexible approach to membership packages, and payment, will be considered ASAP. The introduction of a joining fee some time ago was undertaken for good reason, but it may well be time to review the suitability of it as we consider different membership models. Finally the current membership is not incentivised in any way to introduce new members, and again this is something that needs to be considered.

In 2019, with changes in TV coverage and supply it should be possible to subscribe to TV channels and show many tennis tournaments at a very affordable cost i.e. <£200 p.a.

Members have made specific suggestions which, if they were possible, would significantly enhance the offering being made to all members, and in some cases might lead to the requirement for additional membership groups. These are:

- Consider modifying the current mini tennis area to facilitate Padel tennis, so it could be used when mini tennis is not in process
- Consider the creation of a Petanque court at the end of courts 1 and 2
- Consider the introduction of chess, bridge or other card games on a structured basis

There appears to be a general desire at the club to have more social activities – however with rare exceptions these are left to the Social Secretary to plan and facilitate. An improved social calendar for the club as a whole can be achieved if more members are involved in planning and facilitating them. Put simply we need to get people to take the lead in organising events.

6.2 Where are we in 2022?

Objective 1: Member Research

Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Review membership groups and identify their expectations, needs and wants	Talk to each member group to establish what is important to them and why they stay with the club. Make recommendation to improve member experiences.			

A full membership survey was carried out in November 2021. The highest priority items are detailed below. These priorities will be progressed over the coming months and years.

- 1) Create a club session specifically for beginners at the weekend to provide a pathway from beginner coaching to Green club sessions. Focus on emphasising to members the different standards for the Red and Green club sessions.
- 2) Continue the special offer and consider other membership deals for new members during April & May. Encourage prospective members to try tennis at the club without being charged.
- 3) Consider more use of social media to advertise the club



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4) Offer a wide range of social activities for members and prospective members

5) Ensure all members have a copy of the club rules and attempt to improve court etiquette

Objective 2: Revamp/refurbish the club house - See section 7 (facilities) for details of the action plan

Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Establish and agree how member experiences can be improved in line with 'Objective 1'	Revamp/refurbish the club house - See section 7 (facilities) for details of the action plan but should include: Investigate/trial the introduction of sports channels and re-site the TV			

The club house was repainted during the third lockdown and all the soft furnishings replaced to give the club house a more modern feel. The doormats have been replaced and issues with the heating have been rectified. There is now a sports channel available for members along with improved Wi-Fi.

Objective 3: Review membership groups and payment terms

Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Re-introduce a member 'pathway' to encourage new members to develop and become permanent!				

The committee is looking to establish a beginners club session at the weekend to encourage those who have received coaching can progress together until they are confident enough to join regular club sessions. New members/beginners will also be encouraged to join in this session.

Objective 4: Review membership groups and payment terms

Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Review membership groups and payment terms				

Membership groups, fees and payment terms are reviewed every year prior to the membership year. The cost for juniors and students has been aligned and frozen over the last 2 years. The discount for over 65s has been reduced to 10% and the definition of "Country Membership" has been amended to ensure that Country members do not have an unfair financial benefit over ordinary Adult Members

Objective 5: Investigate the potential benefits and costs of implementing additional sports (Petangue, Padel tennis)

Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Investigate the implementation of additional sports				

The installation of a Padel Tennis court has been investigated. Following issues faced at other local clubs, this project has been put on hold due to the high level of noise produced and the likely impact on and objections from our near neighbours.



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The club has investigated Pickleball which is a version of tennis that is specifically aimed at more senior/less mobile players. As a consequence the club has purchased a set of equipment, a net and has marked out a court on the mini-tennis court. This court is available to book via Clubspark.

Objective 6: Increase the number of social activities taking place amongst members

Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Improve the number of social activities				

During the pandemic it was not possible to organise social events. However a successful Christmas Party was held in December 2021 and a Quiz Night is planned for April 2022.

Attempts will be made to engage with a member(s) to help with social events.

7 COMMUNICATIONS AND MARKETING

This section looks at communications in the widest sense – both internally to members and externally to other parties. It reviews how we advertise or broadcast the presence of the club, and how we promote or sell the facilities we have.

There is a clear link here with the Marketing and Business Development Plan and Marketing Committee Member. This section highlights objectives relating to communication methods, style and effectiveness.

7.1 Where were we in 2019?

Communications

Members receive a weekly email update on any relevant items from the Social Secretary. The chairperson also publishes a monthly email update. Any replies or queries to these email updates are responded to in a timely fashion, and reviewed by the membership secretary.

There are no external communications, to any specific body, on a regular basis at this time.

Sending text messages to members is currently not viable, but has been identified as an opportunity, and raised with the support team for the Club Spark system, who have agreed to look into this.

Marketing – this will fall under the remit of the newly created Marketing and Business development Committee position.

The club has a website which is in the process of being re-designed and updated to reflect the fact that the way people access the site has changed and are more likely to use mobile technology. The content and style has been completely re-engineered and it is in the process of being reviewed and will appear shortly.

The Social Secretary also maintains the club's Facebook page on a regular basis.

The club is not marketed in any way, other than by having a web site. There is no responsibility at committee level for marketing. On occasions in the past The Club have had advertisements in the local press, but this has been rare and not as part of any structured marketing plan.

7.2 Where are we in 2022?

Communication has been somewhat haphazard and of varying quality. Whether we are talking about notice boards, emails, websites etc. communication needs to be reviewed and improvements made.



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Objective 1: Review and agree Communication improvement plans

Objective 1	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Review all communication and make recommendations for improvement				

The main method of communication to members is email via Clubspark. Facebook is also used by the head coach to communicate with members and advertise to subscribers. The club is looking at using Facebook paid for adverts to promote the club locally. In addition, the club is looking to use free advertising in the local magazine Southbourne Eye.

Objective 2: Achieve clearer and more focused communication within the club

Objective 2	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Improve clearer and more focussed communication within the club				

A monthly email is sent to all members with topics of interest. An issue exists with a small number of senior members who do not use electronic communication methods. A method of using hard copy is being investigated.

Objective 3: Update the web site

Objective 2	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Revamp/update the web site	Currently nearing completion			

The website has been updated and is kept up to date. It is designed to be a repository for information about the club for both members and prospective members.

8 CLUB PROGRAMMES & COMPETITIONS

8.1 Where were we in 2019?

The Club's tennis programmes and quality coaching are designed to ensure players are always improving. The Club offers many programmes and competitions to its membership, and to outside participants to encourage and support their tennis enjoyment and development. It has evolved a coaching programme that aims to meet the times and needs of all age groups and abilities that play at the Club.

Throughout its history the club has developed quality tennis players and competed successfully in Dorset and Hampshire leagues. The Club junior tennis programme is recognised as one of the best in the county with over 150 children enjoying tennis lessons every week as part of The Club junior and mini coaching programme, including some of the best junior players in Dorset.

The Club aims to run enough teams for the number of members wishing to play. It runs a squad system for each of the teams, with a captain at the start of each season. The club tries to pick the best players for each squad. All team members are expected to be ambassadors for Southbourne Tennis Club. Team selection is based on: doubles success/experience at Club or other representative level; doubles results; flexibility to play with different partners and in a team environment; fitness to play 2 doubles matches; availability; behaviour and attitude on and off court; rating.

The Club is involved in the following competitive tennis:



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- The men's Aegon Team Tennis 1st team are in the National League. The Ladies team plays in the Regional League and the men's 2nd team play in the County League.
- Dorset League. This is a two pair doubles league playing other Clubs in Dorset. We enter 2 men's teams, 3 ladies teams, 2 mixed teams, and 2 vets teams (1 Ladies 1 Mens)
- Two adult teams (1 ladies' 1 men's) entered into the Summer Hampshire and Isle of Wight League. At the moment this is a 3 pair league but may be changed to 2 pair.
- Team Tennis events. This is four singles and two doubles against other Clubs.

8.2 Where are we in 2022?

Dorset league tennis has been severely disrupted during 2021 & 2022. Many matches were played at various times with others being cancelled for some months. Summer 2022 will be the first uninterrupted league for three years.

The club has entered a third mixed team into the Dorset league.

9 COMMUNITY OUTREACH & DEVELOPMENT

Developing effective links with the local community to generate increased awareness of the club and to help grow The Club's membership is vital. Establishing and maintaining purposeful links with local schools, colleges, the university, and other community partners can help promote that The Club is open and welcoming to all members of society.

Further developing Club-schools links can be extremely beneficial in attracting more young players. However, the difficulty of encouraging the transference of young people from the school to a club environment to continue playing tennis should not be underestimated. Schools and The Club will need to put a great deal of focus on supporting young people to feel comfortable and welcome in stepping into a brand new, often more challenging, club environment.

Developing more community links is challenging, but if the club is keen to grow then it is essential. Creating these links has the potential to help The Club attract more players, and result in greater revenue through club membership fees. It will also increase local awareness and interest in The Club, and tennis in general. These links make it more likely that The Club will receive funding and support from local organisations.

9.1 Where were we in 2019?

Over the past six years The Club has developed an extensive and very effective Community Outreach Programme. This has nearly 150 participants from the following initiatives:

- Learning disabilities Open (Pay and Play) Coaching session; on a Saturday afternoon at 3.30pm for an hour.
- Boveridge House School. This coaching session is on a Saturday morning at 11.30am for an hour.
- Linwood School. On a Wednesday afternoon at 1.45am for an hour.
- Boscombe Resource centre. This coaching session is for adults with a range of disabilities and mental health needs. Sessions happen every Wednesday morning at 11am and every other Monday at 2pm.
- Learning disability tournament. Currently, 14 attend. STC held the 1st Learning Disability tournament in the UK, with 14 attendees with varying levels of Learning Disabilities.
- Annual fundraiser for Children's Charity. For the last 2 years The Club has run a fundraiser for different children's charities and raised over £3000.
- Tuesday Learning Disability Club. This gives people who wouldn't have ever taken part in tennis the opportunity to have a go.
- Coping with Chaos. For the Coping with Chaos charity.
- Wheelchair users. The Club has 2 wheelchair users. Also Boscombe Resource centre have 4 attendees who are wheelchair users. We currently have 2 wheelchairs at the club.

The Club is extremely proud of its Community Outreach Programme, run by the coaching team and volunteers. However the Programme is not self-financing without the support of The Club and coaches, and lacks sufficient grant and sponsorship funding to make it sustainable long-term, or to expand further at this time.



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9.2 Where are we in 2022?

Objective 1: Make the Club’s Community Outreach Programme self-funding and expand it further.

Objective 1	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Make The Club’s Community Outreach Programme self-funding and expand it further.				

The club continues to provide a high quality community programme. Our head coach, Dave Sanger, has been highlighted within the Dorset region and nationally for his approach and commitment to the disability programme in particular.

The community programme has featured on the local BBC news and the Chairman of the National LTA and officials of the Dorset LTA visited the club to witness some of the activities taking place.

The club is still seeking a member to lead the fund raising aspects of the community programme. The coaching team and committee members have supported a number of outreach activities including Festival Coast Live and the Boscombe Carnival.

10 FACILITIES MANAGEMENT, MAINTENANCE & DEVELOPMENT

10.1 Where were we in 2019?

The Club has the following tennis facilities:

- Six 6 flood-lit all weather tennis courts. These were resurfaced with carpet between 2011 and 2012.
- Floodlighting, provided for all six courts.
- A macadam mini tennis court.
- A clubhouse: with changing facilities upgraded in 2013, including provision of disabled showers and toilets; a kitchen; double glazing and heating; furnished main room, large enough to hold social functions; small function/meeting room.
- Parking for 20 cars.
- Grounds, maintained by members to good condition.
- Fencing.

There are other council run tennis courts in the area but they do not have the same facilities such as floodlights or mini tennis zone. There is no private members club in the immediate vicinity. The club is unique in that we are the only club which leases its courts from Bournemouth Borough Council (BBC) but which retains full, independent responsibility for the maintenance of all courts plus the surrounding area.

The grounds and facilities are maintained largely by volunteers. Two individuals also specifically maintain areas of garden. Suppliers are only engaged as and when required due to costs involved.

Members are invited to regular ‘maintenance mornings’ held on Sundays, approximately every 3 or 4 months, when 5 or 6 members attend and undertake a variety of maintenance jobs as requested by the Facilities Manager. There is a grass cutting schedule which operates in the summer.

Whilst members do get engaged when requested in maintenance activity, the Committee member for Maintenance always has a full work schedule and attends the site up to four times per week in order to both maintain the site facilities and to fix or resolve issues that arise.

A ‘Schedule of Works’ has been created, listing all possible items that may need maintenance or replacement across the entire site. Based upon this comprehensive Schedule, a Facilities Plan has been drafted, and the associated cost estimates applied. This schedule of works covers the period January 2018-December 2027. The schedule indicates a cost requirement of £117,000 over the period to end 2022. These costs have yet to be classified as operational or capital,



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and have not yet been applied to any budget. The schedule of works will also need to be updated to include investment decisions arising from this Development Plan.

The clubhouse is not seen as an inviting environment (see section 5.2) and is in need of refurbishment. The furniture in the club house is donated and generally very worn.

During the creation of this Development Plan members have made some helpful suggestions with regard to changing the facilities in order to provide an improved 'offering'. Investigating the feasibility and merits of these has been set as objectives in section 5 and is repeated here.

Based upon LTA guidelines, for the number of participants The Club should theoretically be providing 7 courts. With this in mind on 5th February 2018 The Club has gained planning permission for a 7th Court, with the usual condition that it must implemented/commenced within 3 years, (i.e. by 5th February 2021).

10.2 Where are we in 2022?

Objective 1: Plan to implement the 7th court, subject to The Club gaining charitable status

Objective 1	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Plan the 7 th Court				

This project has been planned and assessed with planning permission being granted for the court. However, the project has been put on hold due to the high cost and the lack of ability to find an individual to manage a large fund raising campaign.

Objective 2: Revamp/refurbish the club house

Objective 2	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Revamp/refurbish the club house	Update the clubhouse (new colour scheme, new chairing and layout, TV relocated with tennis channels available, etc)			

The club house was repainted by the coaches during the third lockdown and all the soft furnishings replaced to give the club house a more modern feel. The doormats have been replaced and issues with the heating have been rectified. There is now a sports channel available for members along with improved Wi-Fi.

General Maintenance

It has not been possible to attract any members to carryout general maintenance around the club. This has led to the employment of a handyman to carry out a backlog of maintenance identified during a Health and Safety audit in January 2020 in addition to resolving ongoing problems. This arrangement is working very well and an annual budget of £4k has been set aside.

Objective 3: Investigate the potential benefits and costs of implementing additional sports (Petanque, Padel tennis)

Objective 3	Tasks/activities	Responsibility	Timescale to completion	Cost (£)
Investigate the implementation of additional sports				



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A Padel Court was investigated and plans were drawn up. The mini-court is not large enough to accommodate a Padel Court. Negotiations with BCP would be necessary to acquire a small piece of land adjacent to the mini-tennis courts. The cost of a court would be approximately £40k. A nearby local club has withdrawn planning permission for a number of Padel Tennis courts due to objections from local residents about the noise levels. The club has decided not to progress this project until the outcome of progress at the other club is clear.

Other Improvements and plans 2022

The club has replaced the halogen flood lights with LEDs. The cost was approximately £43k with a £5k grant from the Dorset LTA.

The far end of the carpark has been tarmacked and 19 spaces marked out at a cost of approximately £19.5k

The replacement of the court surface of courts 1-3 is due to take place during 2022 with courts 4-6 being resurfaced during 2025 subject to finances. There is also consideration being given to resurfacing the mini-tennis court in 2025 to incorporate markings for mini-tennis and Pickleball. Again this is subject to available finances.

Issues have been highlighted with corrosion of fencing posts. The club will investigate the cost of replacing the fence posts and the project will be added to the capital development plan.

11 WORKFORCE DEVELOPMENT

11.1 *Where were we in 2019?*

The Club is managed by volunteers, led by the Chairperson and supported by the committee and any club members who are willing to help with their specific area of expertise as well as helping with social and maintenance activities. The Club needs to find more ways to help people volunteer their expertise.

The Club has a contract with Dave Sanger Tennis Coaching Ltd. The coaching contract is for the design and delivery of an agreed coaching programme. A fee is payable to the Coach in respect of administrative aspects including: marketing; correspondence with members; preparation of programmes for members; co-ordination of coaching staff; assisting the Junior coordinator; organising teams; undertaking school visits; attending competitions; preparation of progress reports; attending meetings; attending LTA county activities; and other general administrative duties.

The Club has 3 resident and one visiting coach providing: individual and group adult and junior coaching; mini tennis; cardio tennis; schools tennis; and disability tennis.

11.2 *Where are we in 2022?*

Delivery of this Development Plan will require significant financial resource, but also takes a large amount of human resource. It should not be underestimated the time and skills required from club volunteers to deliver the objectives identified. The Club will need to analyse what human resource it needs to implement the priority objectives. Once this has been reviewed the club should look at how best to recruit the appropriate volunteers and paid staff to undertake these roles.

Establishing role descriptions can help in both recruiting and retaining volunteers. Understanding what is expected is a large contributory factor that can persuade a person to volunteer their services to the club. The Club will need to be proactive in recognising and rewarding the volunteers for their efforts to develop effectively if the new volunteer recruits leave because they feel under-valued.

The Club will also need to consider how to provide its workforce with the appropriate training and support: whether that is through formal qualifications, or informal mentoring and guidance. The Club will also look to support its coaches by sending them on courses and other appropriate education workshops.

To encourage a volunteering ethos. To invest £500 towards training of volunteers and coaching assistants?



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Objective	Tasks/activities	Responsibility	Timescale to completion	Cost (£)

No progress in this area has been made. The recruitment of volunteers to join the committee and/or carry out specific tasks continues to be a major issue for the club and should be a priority for the current committee.

END OF DOCUMENT

Acknowledgements

The 2019 document was authored by Colin Gilbey, with input from Susie Granger, Kelvin Medley-Jones and Richard Dear.

The 2022 update was authored by David Bull & Colin Gilbey.