



St-Anne's Waterford Tennis Club

Draft Strategic Plan

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Presented to Committee and Members



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Section 1: Insights



Feedback from Members Survey / Workshops, Site visits & Tennis Ireland

Seniors

- Want to meet players
- Want to book, park and play
- Want to receive coaching
- Want a better customer service
- Infrastructure Priorities: Want new court surfaces, indoor facilities and equipment to rent
- Scope to improve representation and tournament participation
- Monday to Thursday evenings are at peak capacity with numerous individuals playing multiple times a week.
- Expectations re parking need to be managed and balanced with safety and playing facilities

Feedback from Members Survey and Workshop: Member Infrastructure Priorities

Seniors

- Future Investment – Senior Members **most** want investment in (top 3)

Member Priority	Critical	Very Important (or greater)	Like to have (or greater)
Survey Ranking - 1	New court surfaces,	New court surfaces,	New court surface
Survey Ranking - 2	Indoor Courts	Equipment to rent	Equipment to rent
Survey Ranking - 3	Equipment to rent	Indoor Courts	Indoor Courts

- Future Investment** – Senior Members **least** want investment in (bottom 3)

1. Different types of courts for tennis development
2. Viewing facilities with stands
3. Clubhouse redeveloped

Feedback from Members Survey, Workshops, Site visits & Tennis Ireland

Juniors

- Not a welcoming environment, (policies and rules)
- The ratios are wrong. Coaching v Playing v Fun v Competing. Its predominantly coaching.
- Coaching as a stand alone service means no one is actually running tennis programs around the players broad needs which include Playing, Fun and Competing.
- Disconnected and dysfunctional management of junior tennis.
- No reason to stay after tennis (common room, table tennis , homework clubs etc)
- Infrastructure Priorities, Want, indoor facilities, new court surfaces, redeveloped practice area and common room
- Attracted too late (already playing 2 other sports). Club losing significant ground to other sports
- Cost choice between sports makes tennis very expensive. It narrows the potential pool dramatically
- No ability to try tennis out before making the leap
- In general parents are not overly pleased with the club's services to juniors.

Feedback from Members Survey and Workshops

Member Infrastructure Priorities

Juniors

•**Future Investment** – Juniors Members **most** want investment in (top 3)

Member Priority	Critical	Very Important (or greater)	Like to have (or greater)
Survey Ranking - 1	Indoor Courts	Indoor Courts	Indoor Courts
Survey Ranking - 2	New court surfaces	New court surfaces,	Dedicated Junior Playroom
Survey Ranking - 3	Indoor Courts	Dedicated Junior Playroom	Redeveloped Practice Wall

•**Future Investment** – Junior Members **least** want investment in (bottom 3)

- 1.Clubhouse redeveloped
- 2.Viewing facilities with stands
- 3.New Court lights



Section 2: Strategic Plan



Club Vision

St Annes Tennis Club will be a friendly, inclusive, safe and inspiring location for people of all ages to meet, play and stay. We will present an unsurpassed tennis experience to our members by continuously improving our programs, our service and our infrastructure that result in measurable and transformational changes in the lives of those we serve..

Club Guiding Values

Inclusiveness	Honesty	Competition
Respect	Professionalism	Fun

Inclusiveness: We pledge ourselves to creating and maintaining an environment that is welcoming, affordable, accessible and safe to all and to be the best club for each individual member.

Respect: To behave in a way that honours yourself, your family, St Annes Tennis Club, and the traditions of the game. To show consideration for one another and to recognise each other's differences.

Honesty: We are clear in all our communications so that we generate assurance. We value integrity and truth above all else.

Professionalism: Achieving excellence in the provision of coaching, programs, customer service, and facility management while ensuring prudent financial sustainability and accountability.

Competition: To build confident, strong and passionate players on and off the court who are determined to do their very best.

Fun: To have fun, smile and create a vibrant social environment around our passion for tennis and community.

Headline Strategies: 1. People

Proposed Objectives

- Deliver a first class service to existing members, guests and visiting players. Make it a club where juniors and seniors want to go, to play and to stay (socialise)
- Develop a welcoming and friendly 'member centric' club culture
- To have motivated staff who are excited about delivering on club values, vision and objectives.
- Maintain high level of coaching standards - supported by Tennis Ireland's Coaching Qualification Programme
- Foster a spirit of volunteerism: Attract, Recruit and Retain Volunteers
- To have a vibrant, energetic and active committee with the appropriate skills, focused on delivering on the club strategy.

Proposed Actions

- Ensure all staff are educated on the clubs, values, vision and strategy. To be supported by detailed job descriptions and training supports as required.
- Develop a detailed job description for a Director of Tennis. Advertise and recruit a top class individual to the position. Person would ideally manage all on court recreation & leisure programmes, competition and organised play formats and how to set up and manage a club academy (in conjunction with committee and volunteers)
- Publish all coaches qualifications / photos and encourage continuous professional development. Designate a head coach who reports to the director of tennis and an activities executive on the main committee.
- Review membership process and introduce a welcoming and comprehensive induction programme for juniors and seniors. Develop a variety of sustainable membership options that deliver on our values. (off peak / country / green fees etc)

Headline Strategies: 2. Policy

Proposed Objectives

- Align club policies and procedures with club values: Inclusiveness, Respect, Honesty, Professionalism, Excellence, Fun
- Make it easy and affordable for people to try tennis and sample the club offering
- Eliminate any negative / elitist / exclusionary policies
- Maximise the carrying capacity of our courts through creative and targeted membership programmes
- Initiate conversion of company status to new Company's Act format. Review with Auditors and determine most appropriate constitution format

Proposed Actions

- Review all club policies and procedures and redesign same based on new Club Values (see values). Ensure policies include child protection and health & safety requirements (mandatory from 1st Jan 2017). Communicate this to all members.
- Develop a comprehensive set of policies / procedures / responsibilities and expectations for administration / staff in order to deliver on our values and vision and objectives.
- Train staff, committee members, and all activity volunteers on our values / policies / vision & strategies.
- Develop a “Kids 10 and Under Go Free” membership package for age category 4 to 10.
- Join on the spot versus months to join. Develop the right offering / balance
- Develop a “give back” policy. Coaches should be asked to give x amount of time over a week free and their time should be specified and agreed. Examples.... Training Parents to run Tennis 10's Organised play and competition, Training volunteers etc.
- Develop a parking “best practice” document for publication.

Headline Strategies: 3. Promotion

Proposed Objectives

- Increase senior membership in off peak times and increase member spend from x to y
- To double the junior programme numbers - (160 back to 320)
- To get our club competitions to the highest national grade standard (junior grade 1) . To attract the maximum amount of visiting juniors and seniors (in all grades) to our tournaments
- To make our club a viable alternative to all indirect competitor clubs

Proposed Actions

- Develop outreach promotion programs to schools (all) / youth groups / businesses etc
- Plan, publish and promote a comprehensive adult and junior calendar of events
- Maximise the value of our website so it can be used as a promotional tool
- Strategically place our junior tournament to attract the maximum amount of visiting juniors.
- Develop a Schools outreach programme and a targeted membership programmes directed at specific segments (hospital staff, WIT Students, housewives...) and times of week (Midweek mornings, Sunday for Families...)

Headline Strategies: 4. Place

Proposed Objectives

- Develop the best tennis facility in the south of Ireland (surfaces / indoor /lights/ spacing / viewing experience)
- Maintain club facilities to the highest standards at all times
- Develop on court facilities in line with members priorities, fundability & sustainability
- Develop and agree guiding principles for infrastructure spending / grant aid etc.
- Ensure adequate equipment is available to support delivery of all member programmes (ball machines / mini nets / practice wall / common room etc)
- Develop off court facilities in line with members priorities, fundability & sustainability

Proposed Actions

- 5 year re-development plans to be prepared and communicated for all courts and practice wall.
 - Plan will include detailed proposals to upgrade courts 1-7 in 2017.
 - 5 year plan proposal will include new surfaces, indoor options, new lights, better spacing and viewing facilities.
- Seek yearly grant funding in order to maximise on-court community focuses facilities
- Apply for planning permission as required
- Procure tennis equipment to support member programmes (Redevelop practice wall, mini nets and make ball machine available to rent at affordable prices)
- Prepare and communicate detailed proposals to upgrade the off court facilities. Proposal will include staff office, junior play room, bar area improvements, etc. Prepare financial guidelines for unfundable or unfunded facilities spend.
- Continue to review and develop a rigorous maintenance regime for all aspects of the courts

Headline Strategies: 5. Programmes

Proposed Objectives

- Develop a diverse and quality tennis programme to increase satisfaction and grow membership and participation. Placing the recreational player at the centre of our offering
- To double the junior programme numbers
- Develop a progressive tennis / athletic development program for juniors that is age and standard appropriate. Ensure all members have access to an affordable and comprehensive playing, learning and competition programme
- Expand our community reach and impact through a 'Tennis for Schools / Youth Groups' programme
- Develop an 'introduction to tennis' programme for adult beginners. Attract a growing number of adults to this program. Maintain and steadily increase the junior coaching program

Proposed Actions

- Re calibrate the junior programme to ensure ratios are corrected (playing v coaching v competing v fun)
- Develop and promote a comprehensive 'Progressive Tennis' Programme (1/2 Court, 3/4 Ct, Full Court Transition) for Juniors aged 4 to 10.
- Develop an 'Active for Life' learning, playing and competition programme for Juniors and Seniors. To include supervised tennis (for juniors) and player matching.
- Develop outreach programmes and targeted membership programmes (see promotion section)
- Deliver a Tennis Xpress Programme for adult beginners

Appendix

Implementation Timeline (This section - to be completed)

Break the implementation in timeline and into items achievable in the short / medium and long term, where work needs to commence now.

Year 1

First 6 months - actions (short term / medium term / long term)

Second 6 months - actions (easy picks / medium term / long term)

Year 2

First 6 months - actions -

Second 6 months - actions

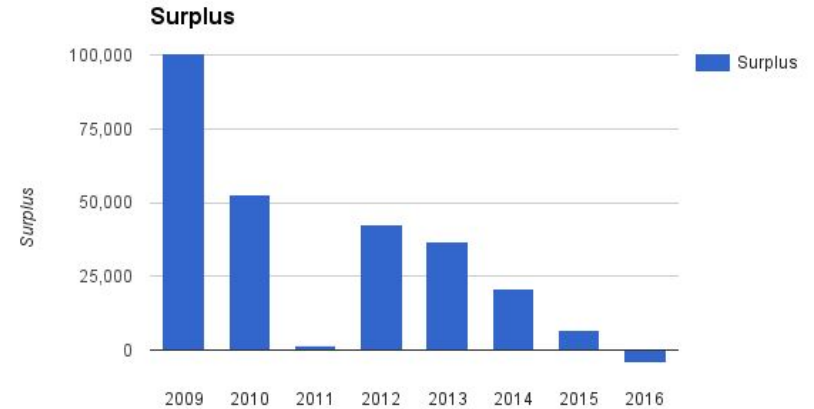
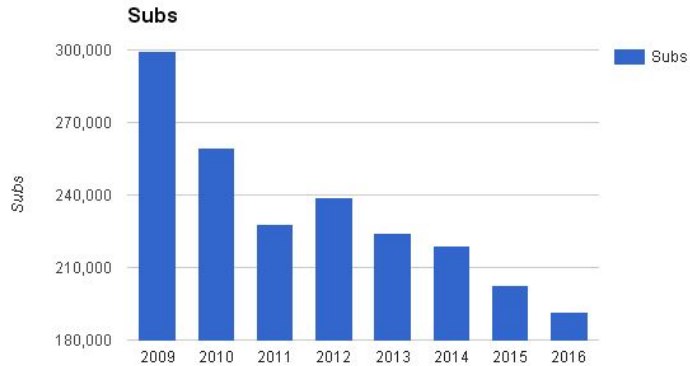
Year 3

First 6 months - actions

Second 6 months - actions

Financial Fundamentals

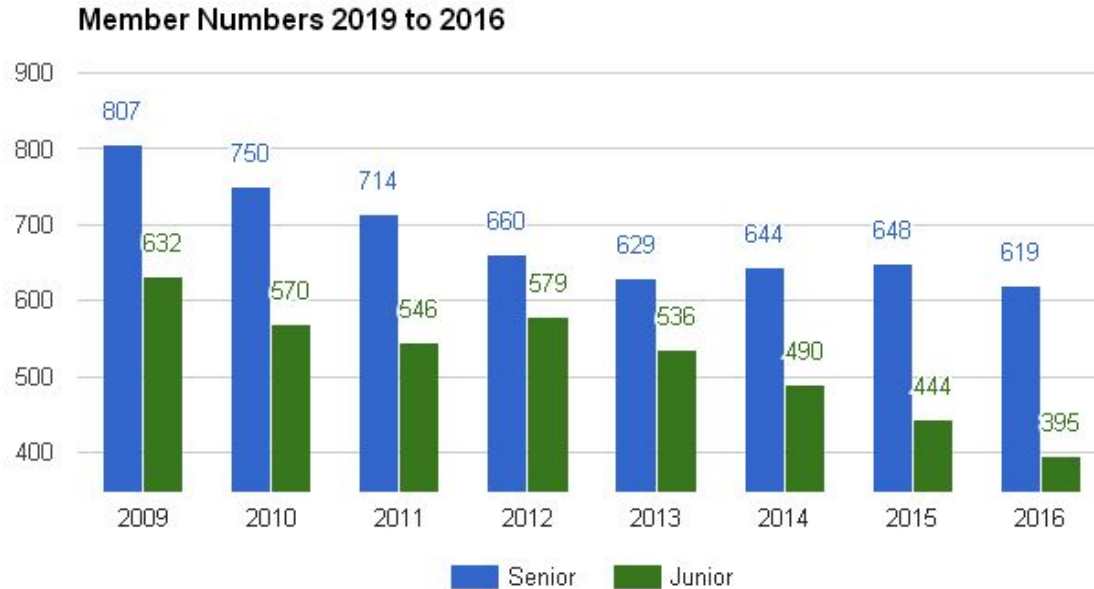
	2009	2010	2011	2012	2013	2014	2015	2016	2017 F	2018 F	2019 F
Subs	299,330	259,470	228,047	238,806	224,328	218,759	202,794	191,462			
Surplus	101,267	52,607	1,761	42,420	36,669	21,054	7,032	(4,300)			



Member Fundamentals

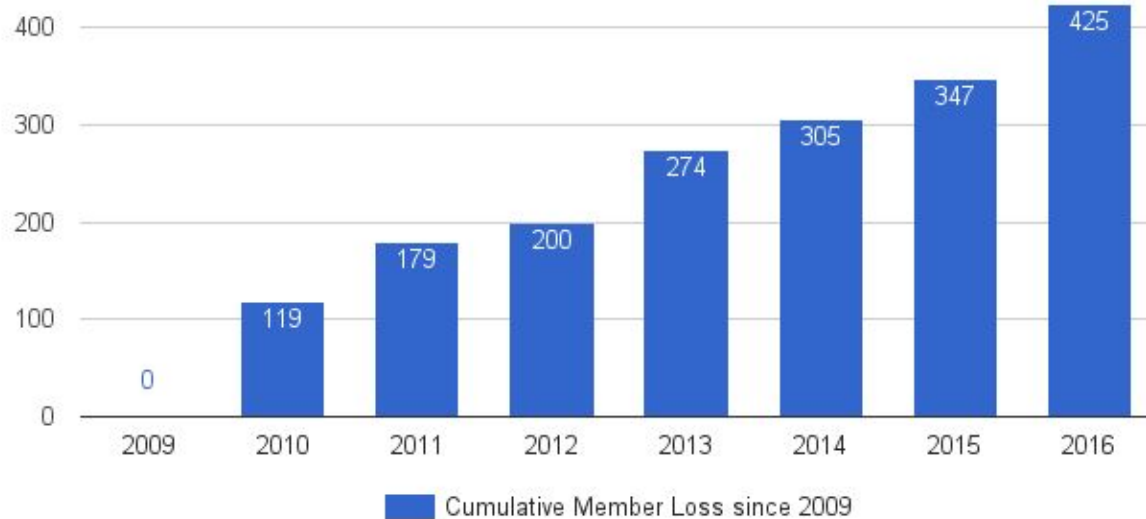
Members	2009	2010	2011	2012	2013	2014	2015	2016	2017 F	2018 F	2019 F
Senior	807	750	714	660	629	644	648	619			
Junior	632	570	546	579	536	490	444	395			
In Coaching	312	290	250	300	220	190	160	160			

Member Fundamentals



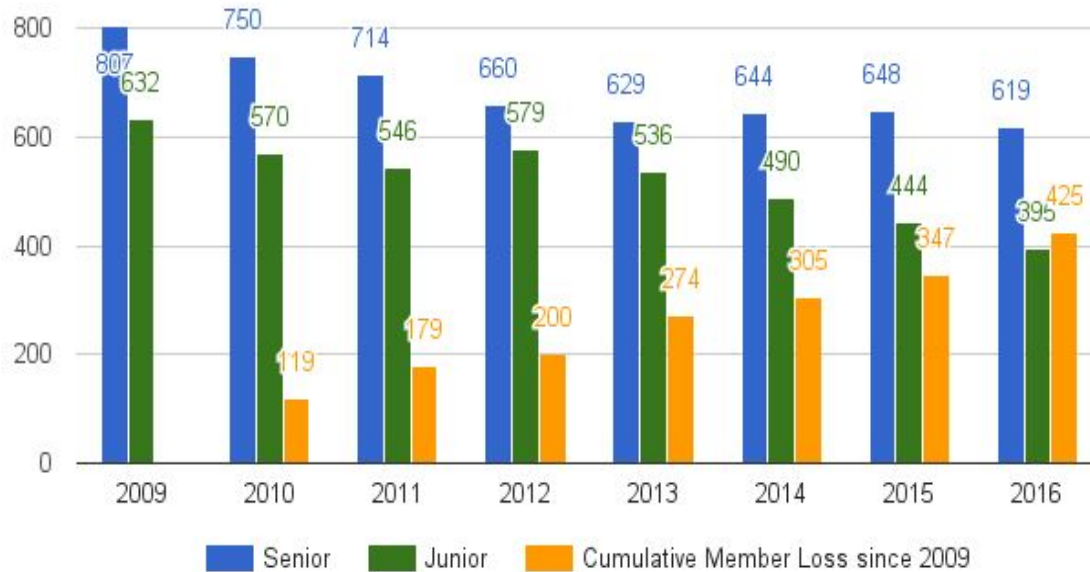
Member Fundamentals

Cumulative Members Lost 2009 to 2016



Member Fundamentals

Member Numbers 2019 to 2016



Member Fundamentals

