

Riverside Tennis Club, Salisbury (Est. 1912)

V 1.0

5 Year Plan 2022 to 2027 &

10 Year Facility Development Plan 2022 to 2032

1. Introduction

VISION

To be the leading tennis option in the Salisbury area.

MISSION

Give all players the opportunity to reach their **maximum playing potential**

Ensure that the opportunity to **compete** is available to all ages and abilities

Offer a **social activity** programme to enable members to meet others and make friends

Maintain a first class, LTA accredited, **coaching** team

Establish a **court programme** to maximise the use of the facilities and offer a wide range of activities for all ages and abilities.

Use modern technology for efficient **administration & marketing** to raise the club profile

Expand and improve **facilities** to meet the needs of all users

Have a flexible **membership** policy to attract and retain new members

Maintain **financial stability** and increase available capital

To have suitable **governance** to plan long term and improve effectiveness

Be a more community focused and environmentally **sustainable** club

VALUES

Welcoming, friendly and inclusive to all ages, backgrounds and abilities

Encouraging participants and build confidence so that players can enjoy their tennis

Provide a safe and sustainable environment to play tennis and socialise

Be open and transparent about how the club operates and responsive to suggestions

2. The Club

Riverside Tennis Club was established in 1912 and has now grown to a membership of over 340 (Jan 2022).

In 2021 the club was recognised as LTA Regional Club of the Year - South and South-West.

There are 8 tennis courts in total :

3 artificial grass courts - well maintained and in excellent condition – with floodlights

5 hard courts - 2 in excellent condition but without floodlights – the other 3 have floodlights, but will require resurfacing in the next few years.

The Club house is in good repair and is fit for purpose but requires modernisation and possible expansion in future years.

The club car park is fit for purpose but ideally requires improvement to the surface and possible expansion (particularly for events and the increased membership).

The club has land leases with Wiltshire and Salisbury City Councils which end in 2104.

3. Management

Overall running of the Club is the responsibility of a volunteer Management Committee:

- Chair
- Secretary
- Treasurer
- Membership Secretary
- Club Coordinator
- At least 4 Others

The Mgt Committee is supported by focused sub-committees and individual posts as follows:

- Marketing Lead
- Tournament Committee
- Selection Committee
- Social Event Leads
- House and Grounds Team
- Facilities Development Committee
- Asset Mgt Officer
- Health and Safety Officer
- Welfare Officer

Sub-committees can be led by and consist of non-Mgt Committee club members.

The expectation is that discussions will be had, and actions implemented which are the responsibility of each committee or individual lead.

Anything outside of the sub-committee/individual lead remit or not in the action plan should be presented to the Mgt Committee for discussion and endorsement where required.

Sub-committees/individual leads need to be prepared to lead, champion, and do (most of) anything they recommend.

There is no requirement for formal sub-committee meetings or minutes of meetings, just a record of progress against their objectives/actions for the Mgt Committee each quarter.

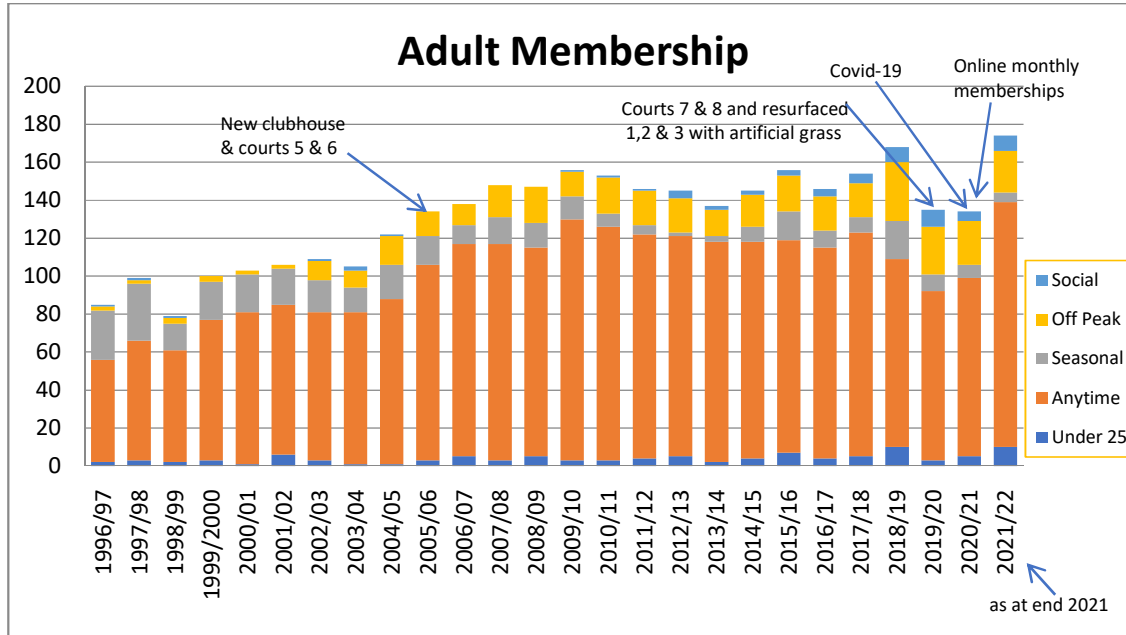
4. Coaching/Club Co-ordination

Tennis coaching is organised by the Head Coach and consists of three other self-employed coaches. The duties of the Co-ordinator include:

- Work with the Mgt Committee to run a junior and adult group coaching programme which fits with the Club's long-term vision and mission.
- Provide individual lessons as requested by members and non-members.
- Promote the coaching programme to increase participation
- Work with the LTA to produce county players.
- Develop links with the local community including school links
- Run internal and open Junior Tournaments

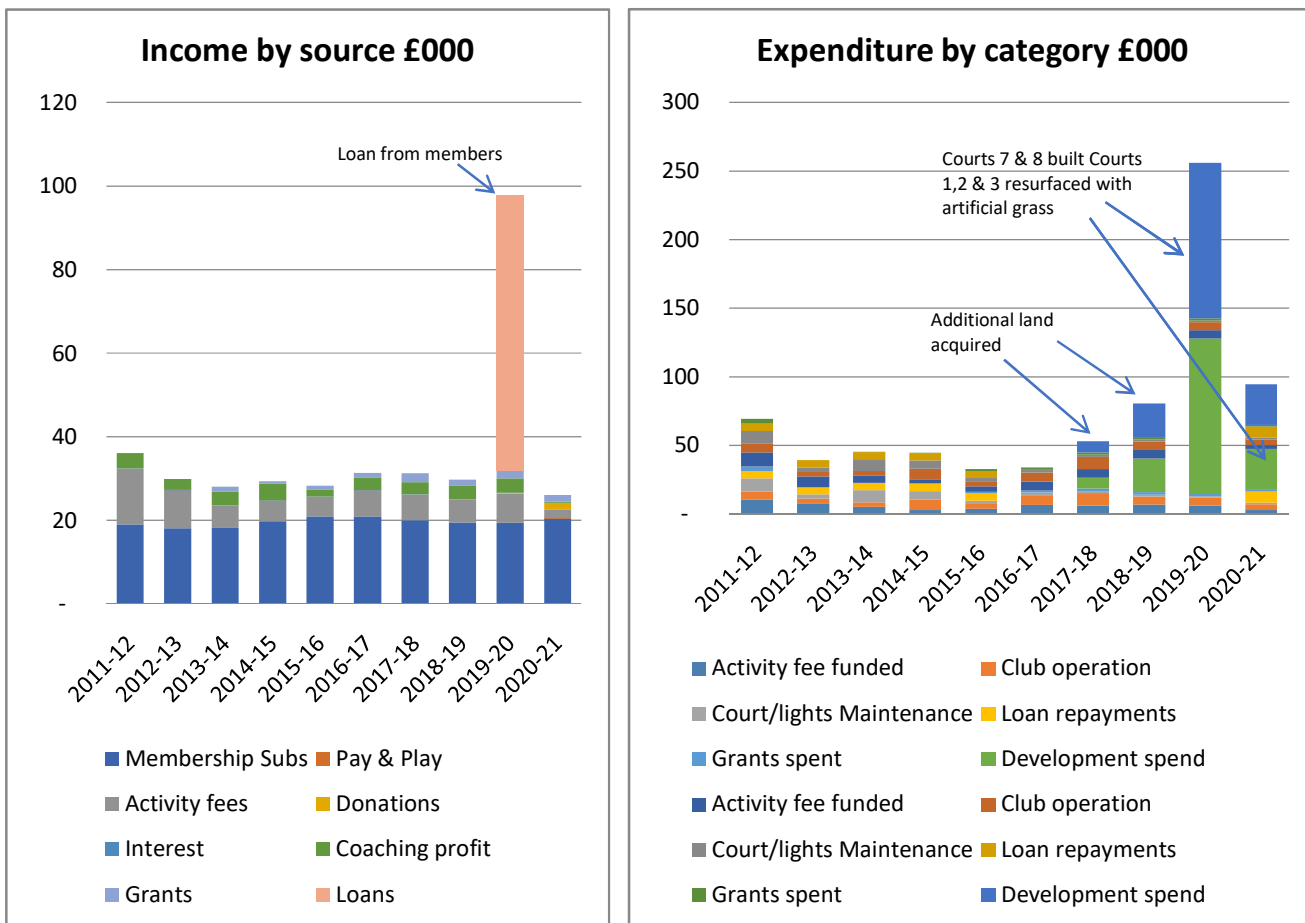
5. Membership

The Membership chart below shows an increasing trend in the number of Club Members, with membership doubling from 96/97 to 21/22. The club lost very few members in 20/21 -the first Covid-19 year - and numbers have increased substantially in 21/22, which can be attributed to a combination of the new facilities and accessible online monthly memberships.



6. Finance

A good proportion of accumulated funds were used for facility development 2018 – 2020.



7. SWOT Analysis – as at July 2021

<p>STRENGTHS</p> <p>8 Courts Different Surfaces 6 Floodlit & Portable Option for 2 Free Balls Coaching Programme – Individual & Group 4 LTA Accredited Coaches (2 Female/2 Male) 12 Tennis Leaders Members’ discount for coaching courses. Comprehensive Range of Teams giving opportunity to most members. Good competitive play. Fun tournaments. Loyal Members happy to support club financially Friendly and welcoming atmosphere Informative, bright website Good social media presence Good communication with members Good process for welcoming members Committee with passion and enthusiasm Quality and varied skillset. Large number of volunteers Sub-Committees Good location Car Park Outside of clubhouse looks great Club Coordinator responds quickly Clubspark for booking and payments online.</p>	<p>WEAKNESSES</p> <p>Club difficult to find. Cumbersome decision-making process. No dedicated court maintenance person No floodlighting expert. Club Co-ordinator does a lot of volunteer work Interior of club house not cozy No WIFI Courts empty some of the time. Club House not always open Too much preference for artificial grass courts At peak-time cannot accommodate everyone’s preferences. Junior Tournament Programme – Internal and External. No promotional video on website Clubspark weaknesses Car Parking Road & Potholes Signage to the club Social Event Choices No Café No Bar Lack of person responsible for House & Grounds Small Jobs/ordering online stuff. Gmail account hard to use. Monthly members can leave immediately Committee don’t know each other very well. Lack of planning to attract the sort of members we require. Volunteer Recruitment No disaster recovery plan No risk strategy Lack of sponsorship</p>
<p>OPPORTUNITIES</p> <p>Artificial grass for Court 4 Additional land to develop Make most of Club of the Year Make the grounds nicer New members want to make new friends Refresh tournament programme Fundraising activities Possibility of a bar/café High quality coaching Acquire land behind the school Raising profile in the County Raise the profile of our position in the Premier Division of the Apsley League. Big expansion of Salisbury’s population Different types of membership packages Membership offers People joining more than one club Promote location “beside River Park” New members joining Charity Events Host a community event Networking (Council, LTA, local schools etc.)</p>	<p>THREATS</p> <p>Brexit COVID-19 Pandemic Succession Planning, e.g., treasurer, coaches leaving Monthly members can leave suddenly Salisbury could invest in artificial grass courts and get better coaching team. Change in needs of members. Must keep up with changes in technology Not enough parking for events. Possibility of Council refusing permission to develop new field further. Networking if not done properly Members not understanding what it means to be a club member. Club not environmentally sustainable</p>

8. Objectives & Action Plan

Key Objectives	Code	No of actions
Retain the existing membership	RET	25
Increase membership at the club to 400 (adults/juniors)	MEM-A MEM-J	28 21
Improve the standard of play	PLAY	11
Maximise the use of the club facilities	USE	13
Look after our facilities, carrying out timely cost-effective maintenance	FAC	4
Improve the quality and range of tennis & social facilities over the next 10 years	DEV	tba
Improve the day to day running of the club to facilitate sustainable development	RUN	19
Introduce Social, Community and Environmental Initiatives	SCE	12

Action Plan										
Key Objective		No	Action to achieve outcome				Lead Role/ Committee	Date by		
RET	MEM-A	MEM-J		DEV	RUN	1	Investigate and prioritise the potential improvements to the club's facilities listed in the next table	Mgt Committee / Facilities Committee	2022	
					RUN	2	Meet with LTA to seek guidance and see how they can support the club	Chair / Head Coach	2022	
	MEM-A	MEM-J			RUN	3	Take advantage of our Club of the Year status	Marketing Lead	2022	
RET					RUN	4	Run a biennial membership survey, review results, and take necessary action	Membership Sec	2022	
RET	MEM-A	MEM-J			RUN	5	Ensure club keeps up to date with modern modes of communication	Marketing Lead/ Head Coach/ Membership Sec	2022	
RET	MEM-A	MEM-J	USE			6	Review the court programme v capacity - introduce sessions/courses during quiet times to maximise usage	Head Coach / Mgt Committee	2022	
RET	MEM-A	MEM-J	PLAY	USE		7	Introduce more coach led tennis sessions at off-peak times	Coaching Team	2022	
RET	MEM-A		PLAY			8	Create opportunities for adult teams to improve their match play	Coaching Team	2022	
		MEM-J	PLAY			9	Develop junior performance programmes to increase number of juniors playing tournaments.	Coaching Team	2022	
	MEM-A	MEM-J				10	Ensure customer journey to join the club is easy & quick.	Marketing Lead/ Membership Sec	2022	
	MEM-A	MEM-J				11	Introduce an incentive for people to become members	Marketing Lead/ Membership Sec	2022	

RET	MEM-A		USE			12	Develop our offer for beginners & improvers at peak times	Coaching Team	2022
	MEM-A		USE			13	Develop two or more primary school links to recruit more mini players into the club	Coaching Team	2022
	MEM-A	MEM-J	USE			14	Run at least one open day per annum	Mgt Committee/ Coaching Team	2022
		MEM-J	USE			15	Run two or more fun festivals / entry-level competitions for juniors & for other local clubs	Coaching Team	2022
			USE			16	Improve the marketing of Pay & Play	Marketing Lead/ Mgt Committee	2022
RET	MEM-A		PLAY			17	Emphasise participation in high level leagues on the website	Marketing Lead	2022
	MEM-A	MEM-J				18	Measure success of advertising campaigns via Google and social media by number of click throughs	Marketing Lead	2022
					RUN	19	Review Committee Structure and implement recommendations	Chair	2022
RET					RUN	20	Implement a new decision-making process	Mgt Committee	2022
RET					RUN	21	Update role descriptions of the sub-committees and other club supporting roles with SMART objectives	Mgt Committee	2022
RET	MEM-A				RUN	22	Establish a process and ownership to keep our website up-to-date, consistent and relevant	Mgt Committee	2022
RET			FAC			23	Establish clear guidance for all aspects of house and grounds	House & Grounds Lead/ Asset Mgt Officer	2022
RET			FAC			24	Establish a Club maintenance schedule	House & Grounds Lead/ Asset Mgt Officer	2022
			FAC		RUN	25	Appoint a person to become the Floodlight Expert	Mgt Committee	2022
					RUN	26	Feed weaknesses of the Clubspark system back to LTA	Chair/ Head Coach / Membership Sec	2022
RET					RUN	27	Appoint new Club Welfare Officer	Mgt Committee	2022
					RUN	28	Set up online document library for key documents	Mgt Committee	2022
					RUN	29	Contact Wiltshire/Salisbury Council to address pothole issue	Chair	2022
RET	MEM-A				SCE	30	Offer at least one monthly club session with a social gathering afterwards, e.g., coffee & cake, supper, drinks	Social Event Leads / Mgt Committee	2022

RET	MEM-A					SCE	31	Promote cardio tennis as a non- competitive option for players	Marketing Lead	2022
						SCE	32	Encourage people to walk and cycle to the club - website	Marketing Lead	2022
						SCE	33	Promote nearby public transport on the website – bus/train	Marketing Lead	2022
						SCE	34	Recycle tennis balls and promote this on website	Coaching Team	2022
						SCE	35	Ensure membership/booking processes are paperless	Mgt Committee	2022
		MEM-J		FAC		SCE	36	Paint the Hitting Wall	House & Grounds Team	2022
RET	MEM-A	MEM-J				SCE	37	Install bike racks	House & Grounds Team	2022
RET	MEM-A	MEM-J				SCE	38	Broaden the social event programme and offer a range of activities that appeal to all age groups	Social Event Leads / Mgt Committee	2023
RET	MEM-A		PLAY				39	Introduce an adult coaching evening so that players can progress through a pathway on the same day of the week	Coaching Team	2023
RET	MEM-A	MEM-J	PLAY				40	Hold a racket demo day	Marketing Lead	2023
		MEM-J		USE			41	Run at least three Grade 5 Junior Tournaments per annum	Coaching Team	2023
	MEM-A	MEM-J		USE			42	Offer to host more county squad practices & county matches	Coaching Team	2023
RET	MEM-A	MEM-J	PLAY				43	Improve the coaching structure and relationship with club to ensure we can attract and retain great coaches	Chair/Head Coach	2023
	MEM-A	MEM-J	PLAY	USE			44	Improve the promotion of beginner & intermediate coaching sessions to the local community by establishing more community links.	Coaching Team / Marketing Lead	2023
	MEM-A	MEM-J					45	Develop and upload a promotional video to our website	Marketing Lead	2023
RET	MEM-A		PLAY	USE			46	Review the internal adult competitions and launch a new annual programme	Tournament C'tee	2023
						RUN	47	Mitigate against single points of failure of key roles	Mgt Committee	2023
RET						RUN	48	Improve volunteer recruitment process including devising a Succession Policy	Mgt Committee	2023
						RUN	49	Produce a risk strategy and disaster recovery plan	Chair/Treasurer	2023

									RUN	50	Acquire at least one sponsorship deal	Chair	2023
									SCE	51	Install recycling bins in the club house and a method for this to be collected	House & Grounds Team	2023
		MEM-A							USE	52	Run one annual adult open tournament. Train one tournament referee	Coaching Team/ Tournament C'tee/ Marketing Lead	2024
			MEM-J	PLAY					USE	53	Run one Grade 4 Junior Tournament per annum.	Coaching Team	2024
		RET	MEM-A						SCE	54	Run an event in aid of charity eg Sport Aid	Social Event Leads / Mgt Committee / Tournament C'tee	2024
		RET	MEM-A						SCE	55	To run an annual community event.	Social Event Leads / Mgt Committee / Tournament C'tee	2024
									RUN	56	Re-allocate Club Coordinator tasks which are outside the role	Mgt Committee	2024
		RET	MEM-A						PLAY	57	Aim to have teams in top division in county and regional leagues, publicising our progress	Team Captains/ Mgt Committee/ Coaching Team/ Marketing Lead	2026

9. Improving Club Facilities

Significant upgrades to Riverside Tennis Club facilities are proposed above for the next 10 years to improve the tennis offer, increase membership and usage of the facilities and generate additional income.

The key drivers for these developments are:

1. To provide high-quality facilities with a range of tennis facilities, for both competitive and non-competitive tennis and social activities that are accessible to the broader membership, casual users, and the wider community.
2. To position Riverside Tennis Club as a financially self-sufficient organisation.
3. To retain the ability to respond to the anticipated user and membership growth over the next 10 years.

For most of the facilities proposed in the table below, fact finding and research is required before the club can make a decision to take anything forward. This list requires prioritising and then setting deadlines for research, costings, timelines and ramifications.

Key Objective : Improve the quality and range of tennis & social facilities over the next 10 years.		
Resurface Court 4 with artificial grass.	Facilities Committee	
Install floodlights to Courts 7 & 8	Facilities Committee	
Improve existing court floodlighting – replace existing lights with LED bulbs	Facilities Committee	

Install solar panels to power the floodlights	Facilities Committee	
Resurface Courts 5 & 6	Facilities Committee	
Install WIFI /Postcode	Chair/Treasurer	
Contact Wiltshire Council to improve signage to the club	Chair	
Continue to refurbish/furnish the club house to make it a more welcoming space.	Chair/Facilities Committee	
Offer a Bar/Café facility in the clubhouse	Chair/Mgt Committee	
Develop the spare land to expand tennis facilities and offer improved spectating areas.	Facilities Committee	
Develop and increase the car parking available – potential overflow car park	Facilities Committee	
Acquire the remaining land behind the school for further development.	Facilities Committee	
Subject to member support/funding - install eg Padel court/additional hard court	Facilities Committee	

Acknowledgements

This Plan was developed considering the market conditions and the available financial and human resources required to realise the outcomes contained within it.

Subject to variations caused by factors beyond the control of Riverside Tennis Club, a commitment is undertaken to achieve and strive towards realising the requirements of the Plan.

This is a live document so the dates and actions might change at the annual review of the plan.

It is hereby acknowledged that the 2022 -2027 Plan was adopted by the Mgt Committee in **April 2022**.