

# SAMPLE THREE YEAR STRATEGY FOR TENNIS CLUBS



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## **Three Year Strategy Tennis Club X**

### **Introduction**

You create a successful club by first identifying WHO your customer is, identifying what they want and then set about exceeding their expectations.

This sample three year strategy was put together based on a series of brainstorming exercises conducted over a number of years with representatives from a variety of club management committees.

The strategy was designed for a club with 6 floodlit courts, a small club house and 150 members. The main objective of the plan is to attract new members, maintain current members and provide quality annual on-court programmes designed to satisfy the needs of all and any future members of the club.

The plan involves the following headings.

#### **Committee Structure and Management**

#### **Communications - Public Relations - Member Recruitment & Maintenance**

#### **Competition and related activities for senior players**

#### **Competition and related activities for Tennis 10's**

#### **Competition and related activities for 11 – 14 year olds**

#### **Competition and related activities for 15 – 18 year olds**

#### **Child Protection**

### **The Management Committee**

The recruitment and deployment of volunteers either on the management committee or sub committees who are willing to take ownership and accountability of the responsibilities they are tasked with as part of the implementation of the plan is critical to the overall success of the club's strategy.

In addition, the Leadership of the project and the willingness of all committee members to work as part of a team are also crucial to success.

In the Appendices, I have outlined a description of what is involved in all the necessary roles involved at committee level.

The Committee of Management is responsible for general policy and overseeing administration of the club between Annual General Meetings.

The representatives on a successful committee include, the Officers like the President, the General Secretary and the Treasurer plus a number of other members with the necessary skills and experience.

Ideally, it is the most experienced committed and skilled individuals of the club who fill the positions on the Committee of Management. It is valuable, however, to encourage candidates for positions from all sections of the membership.

The characteristics which are essential for the President, Secretary and Treasurer will also be valuable for all members of the Committee of Management.

The specific roles of Committee of Management members will vary according to the constitution and needs of each club.

Often members have positions on one or more of the clubs sub committees. In any case, each Committee of Management member must be constantly aware of the obligations and expectations of the club and contribute towards meeting them.

### **Sub-Committee Members**

Most Clubs find it necessary to set up sub-committees (junior development, social, parent helpers, child protection and other working groups, etc.) to deal with specific areas of work, although the number of committees and their responsibilities vary greatly from club to club.

Sub Committees report to the Committee of Management and their meetings are co-ordinated by the Honorary Secretary.

Sub Committees and their Chairpersons may be appointed by the Committee of Management or elected at the Annual General Meeting according to the constitution of the club.

Sub committee members should be selected for their knowledge and experience in a specific area.

A person who would chair a sub-committee should, in addition to high levels of knowledge and experience, be capable of conducting meetings and following up decisions which are made.

# The Strategy

## Committee Structure and Management

### Year 1

Set aside a day or a series of evenings for the full committee to meet and agree the positions of responsibility listed below and allocate the responsibilities to the appropriate management committee member.

Agree and write a short job description for each position.

See the Appendices at the end of the document as a guide for documenting the role of each position of responsibility on the committee of management.

*Chairperson and Vice Chairperson* - (Appendix 1)

*Honorary Secretary* - (Appendix 2)

*Treasurer* - (Appendix 3)

*Club Captains and Vice captains* - (Appendix 4)

*Tennis 10's Coordinator (10 and under)*- (Appendix 5)

*11-14 Years Coordinator* - (Appendix 6)

*15 - 18 years Coordinator* - (Appendix 7)

*Social Tennis Coordinator* - (Appendix 8)

*Communications - Public Relations and Member Recruitment Coordinator* (Appendix 9)

*Children's Officers* - (Appendix 10)

*Grounds - Pavilion - Court Maintenance and Bookings Manager* - (Appendix 11)

*The Coaches - The Role of the Coach in the Club* - (Appendix 12)

*Managing the Coaches* - (Appendix 13)

*Guidance on how to organise an Open Day* - (Appendix 14)

The above action should be completed by ????? Date to be agreed.

### Year 2

Meet and review the first year and ascertain whether the objectives set out in the year have been achieved and that the positions of responsibility have been working effectively .

**Based on the review and other feedback received from the general members, amend the management committee and sub committees structure and if necessary recruit accordingly.**

## **Year 3**

**Meet and review the second year and ascertain whether the objectives set out in the second year of the strategy have been achieved and that the positions of responsibility have been working effectively .**

**Based on the review and other feedback received from the general members, amend the management committee and sub committees structure and if necessary recruit accordingly.**

## **Communications-Public Relations-Member Recruitment**

### **Year 1**

**Using Club Manager or similar Software, compile a data base of all the clubs members and update the database on a regular basis.**

**Devise a questionnaire (Monkey Survey) to establish any further needs of the members the plan may have over seen and incorporate any original suggestions and feedback that arose in the majority of returned questionnaires into the Strategy.**

**Set up a system of regular communication with current and new members through the website, face book, twitter, email, group texts etc**

**Produce an e-zine with the assistance of other committee members for the purpose of communication with the membership through quarterly publications. Each issue should report on the preceding three months and what's going to be happening in the next three months.**

**Develop a relationship with key local sports/community events reporters at local/county newspapers, 'freesheets', and radio stations. (Keep a list of the key contacts)**

**Develop a relationship with the local schools and organise the coach(s) to deliver PE in the schools. Produce leaflet drops for the pupils and their parents inviting them to join the club.**

**Develop a relationship with local Parks Tennis Coordinators and recruit as members the participants and their parents.**

**Develop in conjunction with the Clubs Officers good relationships with the local authorities - Sports Development Officers and County Managers etc**

**Recruit a team of volunteers to plan and deliver an Open Tennis Day in the club.**

**(See Appendix 14 or visit our link for The National Tennis Day at <http://www.nationaltennisday.ie/> for guidance on how to organise an Open Day).**

## Year 2

**Meet and review the first year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all action taken on the task.**

**Based on the review and other feedback received from the general members, amend the plan for communications and recruitment if necessary.**

## Year 3

**Meet and review the second year to ascertain whether the objectives set for the year have been achieved and to measure the progress and the effectiveness of all action taken on the task.**

**Based on the review and other feedback received from the management committee members and the general members, amend the plan for communications and recruitment if necessary.**

## Senior competition and related activities

**Responsibility** - *Club Secretary, Club Captains, Coaches and the Court Bookings Coordinator.*

## Year 1

### Internal Activities

**Allocate an International Tennis Number to all members.**

*Organise and implement ITN on Court Assessment Clinics over four allocated evenings in a chosen month. Using the information from the members who attended the clinics as a bench mark in tandem with the Tennis Ireland cross reference grid and the ITF's description of standards allocate ITN's to the rest of the members.*

**Meet to discuss and evaluate the current internal competitions and social tennis events.**

**Responsibility** - *Club Captains*

**Maintain those events that are deemed to be working well and plan additional new events.**

**Create an annual calendar involving the following internal events:**

*Graded Round Robins using the ITN*

*Club Championships*

*Design and produce entry forms and a system of entry for all events - (Tournament Planner)*

*Graded Club Nights*

*Graded Ladies Mornings*

*Invitational events - Triangular/Quadrangular*

*Learn about and utilise the various formats of competition available for social and more competitive play ( ITF PLAY & STAY) - [www.tennisplayandstay.com](http://www.tennisplayandstay.com)*

**Appoint referees and draw up a set of rules for each competition**

**Confirm all court times with the Court Bookings Coordinator and the Secretary**

**Responsibility** - *Men's and Ladies Club Captains, Vice Captains and Social Tennis Coordinators, Court bookings Coordinator, Honorary Secretary.*

### **External Competition**

**Responsibility** - *Honorary Secretary, Men's and Ladies Club Captains, Vice Captains, Court bookings Coordinator.*

**Enter all available leagues**

**Provide opportunity for all players who are interested in representing the club**

**Devise a system for team selection E.G. Best performers in the internal competitions**

**Responsibility** - *Men's and Ladies Club Captains, Vice Captains and the club Secretary*

### **Coaching - Training**

**Responsibility** - *Honorary Secretary, Men's and Ladies Captains, Vice Captains, Social Tennis Coordinators and Coaches.*

**Very important - The selection and appointment of a team of coaches to service the coaching and training activities is key to the success of this part of the plan.**

**Establish coaching programmes for ladies in the morning time**

**Establish coaching programmes in the evening and weekend for those members that are working all day**

**Allow court time for Individual Lessons during non peak hours**

## **Year 2**

**Meet and review the first year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for senior competitions and related activities.**

### **Internal and external activities & competition**

**Maintain everything from the first year**

**Plan a calendar of friendly matches with other clubs especially for non league players.**

**Use the ITN for all activities to establish the various standards of play**

### **Coaching - Training**

**Maintain every thing from the 1<sup>st</sup> year**

**Introduce Cardio Tennis**

**Organise League Team training**

## **Year 3**

**Meet and review the second year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for senior competitions and related activities.**

### **Internal and external activities & competition**

**Maintain everything from the first year**

**All competitions and social play should be ITN based.**

### **Coaching - Training**

**Maintain everything from the 2nd year**

**Create a calendar of Cardio Tennis sessions**

**Organise League Team training for all teams - Tactical, Physical Mental**

**Explore the idea of appointing a Director of Tennis either on a full or part time basis.**

## **Competition & related activities for Tennis 10's**

**Responsibility - Tennis 10's Coordinator, his/her sub committees and the Coaches**

## **Year 1**

**The Coordinators, the sub committee and the coaches meet to put the calendar together, divide up the tasks and establish the court time required and the equipment needed to implement the programme.**



**Confirm all court times with the Court Bookings Coordinator and the Secretary.**

**Organise a parents information presentation to inform them of the activities that will be coming up for their children over the coming months and year.**

## **Coaching**

**Organise an assessment day and divide the children as best you can into abilities to form your introductory groups.**

**Organise introductory Red Court - 11 x 5.5 metres (red ball) programmes for 6-8 year olds**

**Organise Orange Court - 18 x 6.5 metres (orange ball) programmes for 8 -9 year olds**

**Organise Green Court - full court (green ball) programmes for 9-10 year olds**

## **Competition and support activities**

### **Red Court**

**Organise Sill Awards - Tennis Ireland Skill Awards Programme**

**Organise ITN 10.3 assessments for those who complete the Skill Awards**

**Organise fun team events mixing boys and girls and if you are giving prizes, all participants should get one - Two per term**

### **Orange Court**

**Organise ITN 10.2 assessments for those who complete the 10.3 assessment**

**Organise fun orange court team events mixing boys and girls and if you are giving prizes, all participants should get one. Two per term**

### **Green Court**

**Organise ITN 10.1 assessments for those who complete the 10.2 assessment**

**Organise green court events using multi match formats and ITF Tennis 10's rules and if you are giving prizes, all participants should get one. Two per term**

## **Year 2**

**Meet and review the first year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for Tennis 10's competitions and related activities.**

**The Coordinators, the sub committees and the coaches meet to put the calendar together, divide up the tasks and establish the court time required and the equipment needed to implement the programme.**

**Confirm all court times with the Court Bookings Coordinator and the Secretary.**

**Organise a parents information presentation to inform them of the activities that will be coming up for their children over the coming months and year.**

## **Coaching**

**Maintain everything from the first year**

**Identify talented children from this programme and offer further training**

## **Competition and support activities**

### **Red Court**

**Maintain everything from the first year**

**Organise fun team events mixing boys and girls and if you are giving prizes, all participants should get one. Two per term and weekly events over the summer holidays.**

### **Orange Court**

**Maintain everything from the first year**

**Organise fun orange court team events mixing boys and girls and if you are giving prizes, all participants should get one. Two per term and weekly events over the summer holidays**

### **Green Court**

**Maintain everything from the first year**

**Organise ITN 10.1 assessments for those who complete the 10.2 assessment**

**Organise green court events using multi match formats and ITF Tennis 10's rules and if you are giving prizes, all participants should get one**

**Enter any open fun events or invitational events that are been organised in the county**

## **Year 3**

**Meet and review the first year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for Tennis 10's competitions and related activities.**

**The Coordinators, the sub committees and the coaches meet to put the calendar together, divide up the tasks and establish the court time required and the equipment needed to implement the programme.**

**Confirm all court times with the Court Bookings Coordinator and the Secretary.**

**Organise a parents information presentation to inform them of the activities that will be coming up for their children over the coming months and year.**

## **Coaching**

**Maintain everything from the first year**

**Identify talented children from this programme and offer further training**

**Put forward children with talent into the Tennis Ireland Talent Identification Programme.**

## **Competition and support activities**

### **Red Court**

**Maintain everything from the first year**

**Organise fun team events mixing boys and girls and if you are giving prizes, all participants should get one. Two per term and weekly events over the summer holidays.**

**Enter any open fun events or invitational events that are been organised in the county**

### **Orange Court**

**Maintain everything from the first year**

**Organise fun orange court team events mixing boys and girls and if you are giving prizes, all participants should get one. Two per term and weekly events over the summer holidays**

**Enter any open fun events or invitational events that are been organised in the county**

**Enter any open U9 Orange Court events**

### **Green Court**

**Maintain everything from the first year**

**Organise ITN 10.1 assessments for those who complete the 10.2 assessment**

**Organise green court events using multi match formats and ITF Tennis 10's rules and if you are giving prizes, all participants should get one**

**Enter any open fun events or invitational events that are been organised in the county**

**Encourage those players who are ready to enter Open Tennis 10's Events**

**Educate parents on the open Calendar**

**Educate parents on the TI Talent ID Programme**

## **Competition & related activities for Tennis 11 -14 years**

**Responsibility** - *11-14's Coordinator, his/her sub committee and the Coaches*

### **Year 1**

**The Coordinators, the sub committee and the coaches meet to put the calendar together, divide up the tasks and establish the court time required and the equipment needed to implement the programme.**

**Confirm all court times with the Court Bookings Coordinator and the Secretary.**

**Organise a parents information presentation to inform them of the activities that will be coming up for their children over the coming months and year. ( Could be integrated with the Tennis 10's meeting)**

### **Competition and support activities**

**Allocate an International Tennis Number to all members.**

*Organise and implement ITN on Court Assessment Clinics over four allocated afternoons in a chosen month. Using the information from the members who attended the clinics as a bench mark in tandem with the Tennis Ireland cross reference grid and the ITF's description of standards allocate ITN's to the rest of the members in this age group.*

**Meet to discuss and evaluate the current internal competitions and social tennis events.**

**Responsibility** - *11-14's Coordinator, his/her sub committee and the Coaches*

**Maintain those event that are deemed to be working well and plan additional new events.**

**Create an annual calendar involving the following internal events:**

*Graded Round Robins using the ITN*

*Club Championships*

*Design and produce entry forms and a system of entry for all events - (Tournament Planner)*

*Weekly Graded Social Tennis followed by social gatherings*

*Invitational events - Triangular/Quadrangular*

*Learn about and utilise the various formats of competition available for social and more competitive play (ITF PLAY & STAY) - [www.tennisplayandstay.com](http://www.tennisplayandstay.com)*

*Integrate 14 year olds who are ready into the Senior League teams and internal competitions*

**Appoint referees and draw up a set of rules for each competition**

**Confirm all court times with the Court Bookings Coordinator and the Secretary**

### **External Competition**

**Responsibility** - 11-14's Coordinator and his/her sub committee

**Enter all available leagues in the age group**

**Provide opportunity for all players who are interested in representing the club**

**Make the Tennis Ireland Annual Junior & Senior Calendars of Competition available to those members who wish to play Open Tennis.**

**Devise a system for team selection E.G. Best performers in the internal competitions**

**Integrate players who are 14 years of age and ready into the Senior League teams and internal competitions**

**Encourage the schools to play in the Tennis Ireland Schools competitions and offer the clubs courts for the matches**

### **Coaching - Training**

**Responsibility** - 11-14's Coordinator and his/her sub committee.

**Very important - The selection and appointment of a team of coaches to service the coaching and training activities is key to the success of this part of the plan.**

**Establish coaching programmes in the late afternoons, early evenings and weekends**

**Allow court time for Individual Lessons during non peak hours**

## **Year 2**

**Meet and review the first year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for competitions and related activities in this age group.**

### **Internal and external activities & competition**

**Maintain everything from the first year**

**Plan a calendar of friendly matches with other clubs especially for non league players.**

**Use the ITN for all activities to establish the various standards of play**

### **Coaching - Training**

**Maintain every thing from the 1<sup>st</sup> year**

**Introduce Cardio Tennis for the 14 year olds**

**Organise League Team training**

## **Year 3**

**Meet and review the second year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for competitions and related activities in this age group.**

### **Internal and external activities & competition**

**Maintain everything from the first year**

**All competitions and social play should be ITN based.**

### **Coaching - Training**

**Maintain every thing from the 2<sup>nd</sup> year**

**Organise League Team training for all teams - Tactical, Physical Mental**

**Explore the idea of appointing a Director of Tennis either on a full or part time basis.**

## **Competition & related activities for Tennis 15 -18 years**

**Responsibility - 15 - 18's Coordinator, his/her sub committee and the Coaches**

## **Year 1**

**The Coordinators, the sub committee and the coaches meet to put the calendar together, divide up the tasks and establish the court time required and the equipment needed to implement the programme.**

**Confirm all court times with the Court Bookings Coordinator and the Secretary.**

**Organise a meeting of the members in the age group to inform them of the activities that will be coming up over the coming months and year. Invite members from the age group to join the sub committee.**

## **Competition and support activities**

**Allocate an International Tennis Number to all members in the age group.**

*Organise and implement ITN on Court Assessment Clinics over four allocated afternoons or weekend time in a chosen month. Using the information from the members who attended the clinics as a bench mark in tandem with the Tennis Ireland cross reference grid and the ITF's description of standards allocate ITN's to the rest of the members in this age group.*

**Meet to discuss and evaluate the current internal competitions and social tennis events.**

**Responsibility** - 15-18's Coordinator, his/her sub committee and the Coaches

**Maintain those event that are deemed to be working well and plan additional new events.**

**Create an annual calendar involving the following internal events:**

*Graded Round Robins using the ITN*

*Club Championships*

*Design and produce entry forms and a system of entry for all events - (Tournament Planner)*

*Weekly Graded Social Tennis followed by social gatherings*

*Invitational events - Triangular/Quadrangular*

*Learn about and utilise the various formats of competition available for social and more competitive play (ITF PLAY & STAY) - [www.tennisplayandstay.com](http://www.tennisplayandstay.com)*

*Integrate players who are ready into the Senior League teams and internal competitions*

**Appoint referees and draw up a set of rules for each competition**

**Confirm all court times with the Court Bookings Coordinator and the Secretary**

## **External Competition**

**Responsibility** - 15-18's Coordinator and his/her sub committee

**Enter all available leagues in the age group**

**Provide opportunity for all players who are interested in representing the club**

**Devise a system for team selection E.G. Best performers in the internal competitions  
Integrate players who are ready into the Senior League teams and internal competitions**

**Make the Tennis Ireland Annual Junior & Senior Calendars of Competition available to those members who wish to play Open Tennis.**

**Encourage the schools to play in the Tennis Ireland Schools competitions and offer the clubs courts for the matches**

## **Coaching - Training**

**Responsibility - 15-18's Coordinator and his/her sub committee.**

**Very important - The selection and appointment of a team of coaches to service the coaching and training activities is key to the success of this part of the plan.**

**Establish training programmes for late afternoon, early evening and weekend times**

**Establish coaching programmes in the evening and weekend for those members that are working all day**

**Allow court time for Individual Lessons during non peak hours**

## **Year 2**

**Meet and review the first year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for competitions and related activities in this age group.**

## **Internal and external activities & competition**

**Maintain everything from the first year**

**Plan a calendar of friendly matches with other clubs especially for non league players.**

**Use the ITN for all activities to establish the various standards of play**

## **Coaching - Training**

**Maintain every thing from the 1<sup>st</sup> year**

**Introduce Cardio Tennis**

**Organise League Team training**



## **Year 3**

**Meet and review the second year to ascertain whether the objectives set for the year have been achieved and measure the progress and the effectiveness of all activities.**

**Based on the review and other feedback received from the general members, amend the plan for competitions and related activities in this age group.**

### **Internal and external activities & competition**

**Maintain everything from the first year**

**All competitions and social play should be ITN based.**

### **Coaching - Training**

**Maintain every thing from the 2nd year**

**Organise League Team training for all teams - Tactical, Physical Mental**

**Explore the idea of appointing a Director of Tennis either on a full or part time basis.**

## **Child Protection**

**Responsibility** - *The Two Gender Specific Children's Officers and the Officers of the Club*

The Children's Officers are responsible in association with the management committee for implementing the guidelines set out in the code of ethics and good practice for children in sport.

## **Year 1**

### **Have the following in place by the end of the year**

**Appoint two gender specific children's officers – one male and one female.**

**One of the Children's Officers must act as the Designated Person for the Club**

**One of the Children's Officers sits on the Club's Management Committee to report on Child Protection issues.**

**Have Child Protection as an item on the monthly Agenda.**

**The club's Children's Officers and all Club Coaches attend the Basic Awareness Child Protection Course.**

## **Year 2**

**Meet and review the first year and ascertain whether the objectives set out in the year have been achieved on child protection compliance and act accordingly.**

### **Have the following in place by the end of the year**

**Maintain everything from the first year**

**Put in place a robust recruitment and vetting system for all committee members, coaches and all staff members including Garda Vetting.**

**Have all members sign up to their appropriate code ( Coaches, Club Officials, Parents and Staff )**

**Amend the Clubs Constitution to reflect child protection**

## **Year 3**

**Meet and review the first year and ascertain whether the objectives set out in the year have been achieved on child protection compliance and act accordingly.**

### **Have the following in place by the end of the year**

**Maintain everything from the first year**

**Children Officers and Designated Liaison Persons attend the specific children's officers training**

**Establish a complaints procedure in place**

**Ensure there is adult Supervision during all children's activities.**

### **Children's officers Responsibilities**

To work in conjunction with the Management Committee to achieve all of what the code recommends.

## **Appendix 1**

### **The President or Honorary Chairman**

The main role of the Clubs Chairperson is to meet the clubs fundamental need for ongoing leadership.

Therefore, the President/Chairperson assumes primary responsibility for the club and, in effect, becomes its main driving force.

The Chairperson must always have the best interests of the club at heart.

Anyone who aspires to be the Leader should be thoughtful and willing to work to guide the general purpose and strategic direction of the club. They should also be capable of remaining neutral or uncommitted on issues to allow them to act as a conciliator between opposing parties, or to allow discussions in meetings to take place with a neutral person in the chair.

### **Responsibilities**

- Chairing meetings
- Pursuing decisions made at meetings
- Acting on behalf of the club between meetings
- Representing the club's view to outside groups like the Local authorities and the Governing Body

## **Appendix 2**

### ***The Honorary Secretary***

The Honorary Secretary is the key to the effective function of a club. As the principal administrative officer and manager, the Secretary's role is to be at the forefront of all of the club's business ensuring that it is co-ordinated and focused on the purposes and objective of the club.

To fulfil the duties of the post it is vital that the Secretary has an understanding of the requirements and processes involved in each of the club's activities. The Secretary must also be informed and up-to-date on any issue which could affect the club.

To maximise effectiveness, the Secretary cannot work in isolation.

The ability to delegate and co-ordinate the work of staff and volunteers is key to success.

### **Responsibilities**

- Organising the Secretariat, establishing basic administrative procedures and managing staff and volunteers
- Dealing with correspondence
- Maintaining files of annual reports, minutes of meeting statements of accounts and other important records
- Organising meetings.

- Reporting to meetings
- Co-ordinating regular activities and special projects
- Representing (in co-ordination with the Chairman) the association's views to outside groups.

### **Working Relationships with the Committee**

A good Secretary is aware of the importance of their personal and working relationships with his or her fellow committee members and in particular, the Chairman of the club. They make every effort to develop these relationships and ensure that everyone is well informed on matters relating to the club.

### **Appendix 3**

#### ***The Treasurer***

##### **The Honorary Treasurer**

All clubs should keep accurate financial records and have someone ultimately accountable for financial procedures. It is the Treasurer who takes on these special duties. The Treasurer, therefore, must be highly responsible and have the ability to handle finances in accordance with the constitution and policy of the club.

The post of Treasurer is usually a voluntary position and he or she is ultimately responsible for seeing that all delegated work is done properly.

The person taking on the responsibility should be capable of keeping clear, accurate records and accounts and able and willing to work closely with the other officers of the club.

##### **Responsibilities**

- Financial planning including producing an annual budget
- Keeping up-to-date records of all financial transactions
- Collecting all money due to the club and issuing receipts for all money received
- Ensuring that money and cheques received are promptly deposited in the bank
- Paying all bills of the club
- Ensuring that club funds are spent properly
- Presenting financial accounts and reports to appropriate meetings
- Presenting year-end accounts (in draft) to the Committee of Management
- Arranging for year-end accounts to be audited

- Presenting audited year-end accounts to the Annual General Meeting
- Preparation of any other documents required by law

## **Appendix 4**

### ***The Club Captains and Vice Captains***

The Club Captains and Vice Captains work together to ensure the members competitive needs are satisfied. This is achieved by organising an Annual Calendar of internal competitions, entering external leagues and setting up a system for selecting members to represent the club.

The Captains act as part of the line management of the club coaches and directs them and any external coaches in conjunction with other coordinators that require coaching and training services.

## **Appendix 5**

### ***The Tennis 10's Coordinator***

The Tennis 10's Coordinator is responsible for ensuring that young members from 0-10 years of age needs are satisfied by organising an annual calendar of activities. The activities should include coaching, skill awards and fun competition in the red orange and green courts.

The coordinator is responsible for recruiting suitable volunteers to assist with the annual calendar of activities and works closely with the Clubs Children's Officers to ensure that best practice in child protection is adhered to.

The coordinator acts as one of the line managers of the club coaches and directs them and any external coaches in conjunction with other coordinators that require the services of coaches.

### **Responsibilities**

- Organise parent meetings and presentations
- Meet with the sub committee and coaches to organise a calendar of events from 0 - 10 years of age including physical literacy development, skill awards, red court training and competition, orange court training and competition, green court training and competition etc.

## **Appendix 6**

### ***The 11-14 Years Coordinator***

The 11-14 years Coordinator is responsible for ensuring that young members from this age categories needs are satisfied by organising an annual calendar of activities. The activities should include coaching, training, competition, external leagues, social tennis etc.

The coordinator is responsible for recruiting suitable volunteers to assist with the annual calendar of activities and works closely with the Clubs Children's Officers to ensure that best practice in child protection is adhered to.

The coordinator acts as one of the line managers of the club coaches and directs them and any external coaches in conjunction with other coordinators that require coaching and training services.

### **Responsibilities**

- Organise parent meetings and presentations
- Meet with the sub committee and coaches to organise a calendar of events from 11- 14 years of age including physical training, training and competition, friendly matches, league participation, social tennis and post event gathering etc.

## **Appendix 7**

### ***The 15 - 18 years Coordinator***

The 15-18 years Coordinator is responsible for ensuring that members from this age category needs are satisfied by organising an annual calendar of activities. The activities should include training, competition, external leagues, social tennis etc.

The coordinator is responsible for recruiting suitable volunteers to assist with the annual calendar of activities and works closely with the Clubs Children's Officers to ensure that best practice in child protection is adhered to. The coordinator should recruit and invite onto the committee representatives from the age category to assist with the delivery of the programme.

The coordinator acts as one of the line managers of the club coaches and directs them and any external coaches in conjunction with other coordinators that require coaching and training services.

### **Responsibilities**

- Organise player meetings and presentations
- Meet with the sub committee and coaches to organise a calendar of events from 15- 18 years of age including cardio tennis, training and competition, friendly matches, league participation, social tennis and post event gathering etc.

## **Appendix 8**

### ***The Social Tennis Coordinator***

The Social Tennis Coordinator is responsible for ensuring that members needs are satisfied by organising an annual calendar of activities. The activities should include social tennis and post event social gatherings.

The coordinator is responsible for recruiting suitable volunteers to assist with the annual calendar of activities and works closely with the Captain's in their planning so that some events can be integrated. Seeks advise from the coaches on suitable formats as needed.

## **Appendix 9**

### ***The Communications & Public Relations and Recruitment Coordinator***

The communications and public relations coordinator is responsible for all matters dealing with communications including:

Compiling an electronic data base of all the clubs members and updating the database on a regular basis.

Produce an e-zine with the assistance of other committee members for the purpose of communication with the membership through quarterly publications. Each issue will report on the past three months and what's going to be happening in the next three months.

Deal with local media to promote the club.

Deal with the local schools and organises the coach(s) to deliver PE in the schools.

Deal with Parks Tennis organisers.

Deal with the local authorities in conjunction with the Clubs Officers.

## **Appendix 10**

### ***The Children's Officers***

The Children's Officers are responsible in association with the management committee for implementing the guidelines set out in the code of ethics and good practice for children in sport.

#### **The Code recommends the following:**

- All Clubs must appoint two gender specific children's officers – one male and one female.
- One of the Children's Officers must act as the Designated Person for the Club.
- One of the Children's Officers / Designated Person must sit on the Club's Executive Committee to report on Child Protection issues.
- Child Protection must be an item on the monthly Agenda.
- The club's Children's Officers must complete the Basic Awareness Child Protection Course.
- All Club Coaches should also complete the Basic Awareness Child Protection Course.
- Child Protection must be an item on the Club's Executive Committee Monthly Agendas.
- A robust recruitment and vetting system for all committee members, coaches and all staff members must be in place including Garda Vetting.
- All members signed up to the code
- Constitutions amended to reflect child protection
- Children Officers and Designated Liaison Persons to attend specific children's officers training
- A complaints procedure in place.

- Adult Supervision during all children's activities.

## **Responsibilities**

To work in conjunction with the Management Committee to achieve all of what the code recommends.

## **Appendix 11**

### ***Grounds - Pavilion - Court Maintenance and Bookings Coordinator***

The Grounds, Pavilion, Court Maintenance and Bookings Coordinator is important to make sure the court booking system is managed to avoid different groups looking for courts at the same time. E.G. A coach arriving down at the courts to take a group when a team practice has been scheduled.

It's important that any damage to the facilities like the courts, fencing, malfunction of floodlights or plumbing problems in the club house are brought to the attention of the coordinator so he or she can call the necessary trades man to come and attend to the problem.

## **Responsibilities**

Court and Pavilion bookings.

Court, lights and pavilion maintenance

## **Appendix 12**

### ***The Coaches***

Coaching is a service that needs to be provided as part of the clubs objective to satisfy the needs of all it's members.

The coaching and training programmes should be directly linked with a calendar of competition.

The Officers of the club, the Club Captains and the three Junior Coordinators should decide what training and coaching is required for the members who come under their remit and sit down with the coaches to plan the annual calendar. Consideration should be given to bring in outside coaches for special tasks like for example, League preparation.

## **Responsibilities of the coaches and the committee members responsible for training and competition**

- Devise a structured plan for the coaching and competition programme (Coaches & Volunteers)
- Number of hours on court to be decided (Coaches & Volunteers)
- Allocate the hours to the appropriate coaches (Volunteers)
- Organise assessment days (Coaches & Volunteers)



- Divide children into grades - ITN (Coaches & Volunteers)
- Organise parents meetings (Coaches & Volunteers)
- Coaches meet with Junior development committees 6 times per year (Coaches)
- Run competitive & social play opportunities (internal & external) (Volunteers)
- Coaches meet the senior development committee 3 times per year (Coaches )

### **Appendix 13**

#### **Responsibilities of the Management Committee in relation to the coaches**

- To manage and direct the Club Coaches
- To meet the Coaches before and during each term at least 6 times per year
- To seek the Coaches advise in connection with on court planning
- To organise and run competitive and social play for all members
- To approve additional coaches for the programme based on need
- To review Coaches work and amend programmes based on members needs

### **Appendix 14**

#### **Guidance on how to organise an Open Day - <http://www.nationaltennisday.ie/>**

*Open days are one of the most effective ways to draw in new members by showing first hand how much fun tennis is.*

- Timing is everything. The best time of year to host an open day is the middle weekend of Wimbledon, when tennis is on the public's mind.
- Offer free coaching trials for adults and children.
- Hold an exhibition match between the best players at the club.
- Promote a special discounted offer of summer membership at the open day and have someone from the club on hand to talk through membership options and sign up new members. You will find that the conversion rate from summer membership to full membership is very impressive.
- Make plenty of members available to show prospective members around and make them feel welcome.
- Provide hospitality and invite prospective members to watch Wimbledon in the bar.

## **Local Media**

- Local media can be used as a channel for free advertising.
- Build friendly relationships with the sports/community events reporter at local/county newspapers, ‘freesheets’, and radio stations. When you have an event to publicise, you can contact the journalist directly rather than the main switchboard or news desk.
- Keep a list of key contacts at all local newsletters, radio stations and newsletters so that you do not exclude any important outlets or waste time looking for numbers during busy periods.
- Brevity and clarity should be your guiding principles when writing a media release. Most journalists will read the first couple of lines at most and decide from there whether your story is worth following up. Try to include all relevant information in the first paragraph and give the email a short and ‘newsy’ subject line.
- If launching a new project or a major tournament, it may be appropriate to try and get a local celebrity (sportsperson, politician, musician) involved as media outlets are much more likely to cover a story with a celebrity angle.
- If there is a photo opportunity at the event make sure to flag this up and provide details of when and where photos can be taken.
- A lot of local news outlets are currently understaffed due to budget constraints and journalists are increasingly unable to leave their office for long periods. You can help them out by providing clear, well written press releases that can be quickly converted into a news story, including an interesting quote and photos where appropriate

## **Sample media release**

David Kelly opens ‘fantastic facility’ at Ballytown LTC

(1 January 2011 – Ballytown LTC) Chart topping local musician, Dave Kelly, will today open a state of the art new clubhouse at Ballytown LTC, marking the Club’s centenary. The EUR100,000 makeover has been ongoing for two years and includes improved accessibility, a new games room for children and a café/bar. The new building will be officially opened at 5pm, followed by a reception in the bar.

Keen tennis player Kelly said:

“I spent all my summers at this club as a kid and in fact played my first ever gig at a dance here, so it’s a pleasure to see it go from strength to strength. Ballytown is a great club for local people and will be all the more enjoyable with this fantastic new facility”.

The fundraising drive for the new clubhouse included a dinner dance, a silent auction and a teen disco. For further information, contact Mary on 23434334

ENDS

Notes to editors

This is where you add any background information that you think the journalist might need i.e. - Club background and membership figures

- Information on special guests

Sample copy for open day/promo template

It's the height of the tennis season and Ballytown LTC will host an open day on Saturday 30 June 2011. Experienced coaches will be on hand to show you or your children the basics, members will show visitors around our state of the art facilities and, of course Wimbledon will be showing in the Club bar.

Club officials will also be on hand to talk through our superb special offers, including a summer membership option and special rates for students and over 60s. Information on summer camps, children and adults tournaments and coaching will be available.

For further information, contact: John on 34203434 Text box or side bar containing top tennis facts:

- Tennis is a sport for life!
- Suits people of all ages and all abilities
- Can be taken up at any age
- It's an effective, low impact, workout
- Great for kids' fitness and hand/eye coordination - Lots of social activities at clubs

### **Demographics**

To promote your club successfully, you need to be familiar with the demographics of your local area. The property boom of the last decade saw large new suburban communities develop rapidly, so your locality may be a very different now to the place you knew even ten years ago.

### **Targeted marketing**

*Once you have established the demographics in yours and neighbouring areas, try targeting different groups.*

- Families with children will be attracted to a club that offers summer camps and competitions.
- The tennis club can be marketed to young professionals as a more enjoyable and cheaper alternative to gym membership.
- The cardiovascular health and low injury benefits of tennis should be marketed to older adults, along with the benefit of regular social events.

- If there are a lot of teenagers and young adults in the area, it may be worthwhile offering a student discount. Attracting young people when they are about to enter the working world will equate to members for life.

### **Paid advertising**

- Use fliers to advertise open days and special offers targeting different demographic groups.
- Professional photographs of Irish tennis players are available for use free of charge in promotional materials on the Tennis Ireland website.
- Shop around designers and printers for a good deal.
- Find out if any existing members are designers or printers who can offer a discount or some help.
- Distribute fliers according to the different demographics of the area and promote the club outside its traditional catchment area.
- Do not disregard areas that are traditionally affiliated with other sports i.e. GAA. Similarly, if a sports club or facility shuts down in a particular area, target residents for tennis club membership as they will be looking for a new outlet.

### **Social Media**

- Facebook and Twitter are free and easy ways to share information on events and promotions.
- Only open a Facebook account if someone is available to post updates and moderate the page for any inappropriate comments etc.
- Open a fan page rather than a Facebook group or regular page.

*For further information on the National Tennis Day and support for clubs considering organising an Open Day click <http://www.nationaltennisday.ie/>*

## **Tennis Ireland Support**

**A member of the Tennis Ireland Development Team would be delighted to meet with the Management Committee of your club at any time to assist with your club development plans or indeed to provide you with advice on any of the numerous development initiatives available to clubs.**

**Roger Geraghty -Director of Development-Tennis Ireland**

**Dublin City University, Glasnevin, Dublin 9 | 01 884 4010 | [info@tennisireland.ie](mailto:info@tennisireland.ie)**