

Riverside Tennis Club, Salisbury (Est. 1912)

Five Year Business Plan 2022 - 2027 and 10 Year Facility Development Plan 2022 –2032 *Revised January 2025*

1. Introduction

Our Vision:

To be the leading tennis option in the Salisbury area.

Our Mission:

Our mission is to promote and grow tennis as a sport for all ages and abilities. We do this by continuously striving to be the best we can.

The Riverside Tennis Club Offering:

- We are a non-profit making club run by volunteers that reinvests any surplus funds back into the club
- We maximise the use of our high quality, multi surface courts to offer a wide range of tennis activities for all ages and abilities to club members and to the local community
- Our activities and facilities create a sense of belonging and provide the opportunity to participants to socialise and improve their physical and mental health and well-being
- Our first-class LTA accredited coaching team offer award-winning coaching for members and the local community
- All players have the opportunity to reach their maximum playing potential with competition available to all ages and abilities
- We use the latest technology and thinking to enhance player experience
- Our membership scheme is attractive and easily accessible via our website

Our Values:

- Being welcoming, friendly and inclusive to all ages, backgrounds and abilities
- Providing a safe and encouraging environment to play tennis and socialise
- Being open and transparent about how the club operates and responsive to suggestions
- Being eco-conscious and community-minded

Our Core Responsibilities:

- Maintaining viable membership levels
- Maintaining financial stability
- Maintaining our facilities by acting in a timely and cost effective way
- Maintaining suitable governance to run the club effectively
- Anticipating and planning for the future and actively seeking new opportunities

For grouping business plan actions, agenda items and role responsibilities, we have identified five main themes from Our Mission and Our Core Responsibilities:

RUN

PLAY

PROMOTE

PRESERVE

PLAN

Our Offering and Our Values tell us what success looks like and give us a framework for decision-making as we strive to be the best we can.

2. The Club

Riverside Tennis Club was established in 1912 and, as at the end of 2024, has grown to an adult membership of approximately 200, with a similar number of junior members.

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

In 2023 the club was recognised as the LTA Wiltshire Club of the Year.

In 2024 the club was awarded LTA Youth Accreditation status.

There are 8 tennis courts in total:

- 4 artificial grass courts, well maintained and in excellent condition (3 installed in 2019 and 1 installed in 2022)
- 4 hard courts (2 built in 2019/2020 needing repainting soon, and 2 resurfaced in 2024)
- All courts have LED floodlighting (installed/upgraded in 2022)

The clubhouse 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.

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

3. Management

The overall running of the club is the responsibility of a volunteer Management Committee:

- Chair
- Secretary
- Treasurer
- Coaching Co-ordinator
- At least 3 others

The Management Committee is supported by these volunteer Sub-Committees and individual posts:

- | | |
|--------------------------|-------------------------------|
| • Welfare Officer | • Men's Captain |
| • Health and Safety Lead | • Match Secretary |
| • Membership Secretary | • Selection Sub-Committee |
| • House and Grounds Lead | • Tournament Sub-Committee |
| • Marketing Lead | • Development Sub-Committee |
| • Ladies Captain | • Social Events Sub-Committee |

The Management Committee is in the process of developing new roles to support the day-to-day operations of the club. This will include the following roles:

- Asset Management Lead
- Volunteer Co-ordinator
- Membership Liaison

Each Sub-Committee and individual post has a Terms of Reference /Role Description, setting out their purpose, deliverables, dependencies, commitments, budget and any specific business plan actions allocated to them. Actions that become deemed "Business as Usual" will be assigned to relevant role.

Any proposals to act outside the Sub-Committee or individual's Terms of Reference should be presented to the Management Committee for discussion and endorsement. Sub-Committees and individual post-holders 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 timely record of progress against their deliverables for the Management Committee.

4. Riverside Tennis Ltd.

The Club has also established Riverside Tennis Ltd. This has been set up as a Limited Company and consists of a Company Secretary and at least two Directors. They are responsible for meeting the legal requirements as a Company and submitting relevant accounts, minutes of meetings and other documents to Companies House. To meet the Club's obligations arising from the land leases, they also undertake an annual audit of the property and report any findings to the Management Committee for rectification.

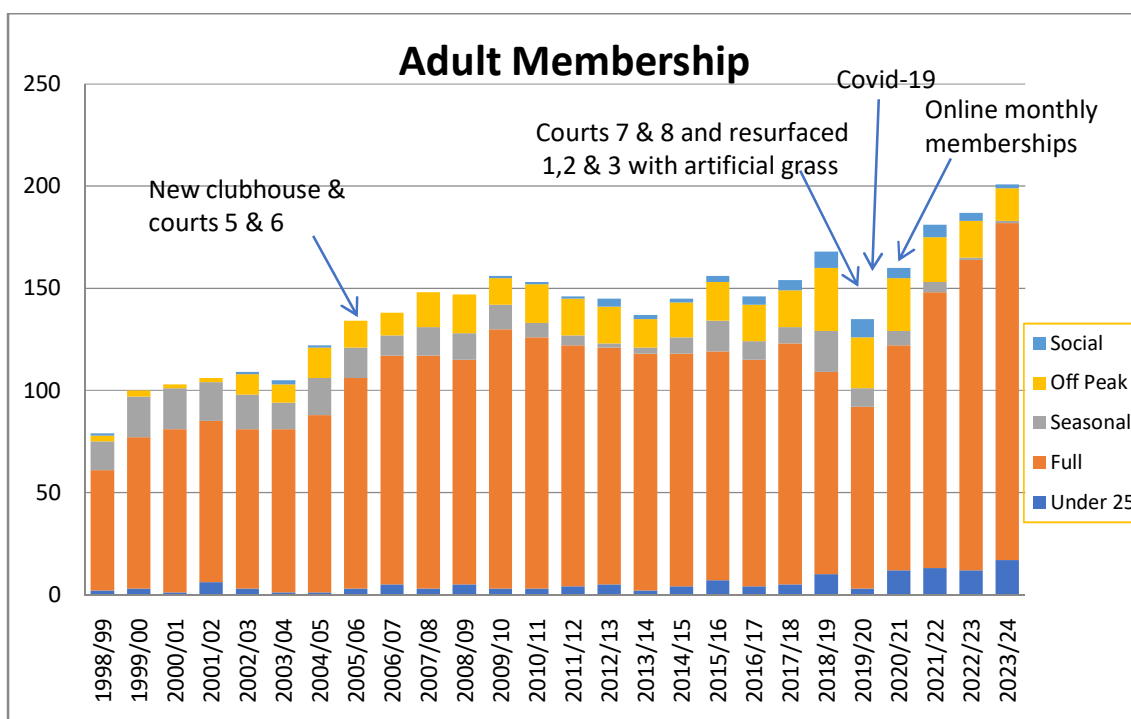
5. Coaching Co-ordinator / Head Coach

The Head Coach develops the coaching programme and is supported in its delivery by three other self-employed coaches. The Coaching Co-ordinator liaises with the Head Coach on behalf of the Management Committee, ensuring that a structured and progressive coaching programme is in place for all ages and abilities, and that the programme is delivered in accordance with the LTA guidelines, with Riverside's Vision, Mission and Values, and with the club's policies, procedures and financial requirements. The duties of the Co-ordinator also include:

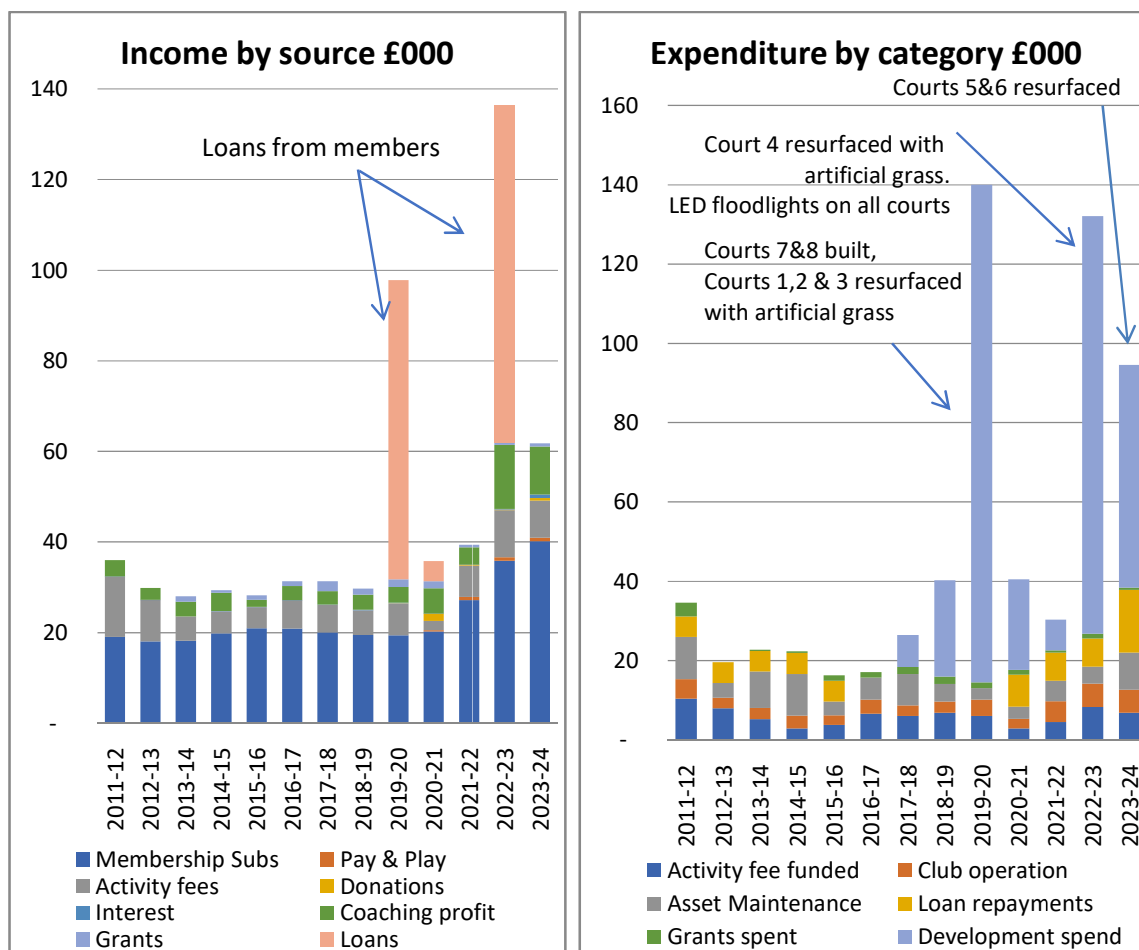
- Ensuring individual lessons are provided as requested by members and non members
- Promoting the coaching programme to increase participation
- Ensuring that the coaching team are working with the LTA to produce county players
- Ensuring that links are developed with the local community and schools
- Ensuring internal and open junior tournaments are delivered at the Club

6. Membership

The membership charts below shows an increasing trend in the number of club members, with membership doubling from 1998/99 to 2021/22. The club lost very few members in 2020/2021, the first year of COVID, and numbers have increased substantially in 2021/22 which can be attributed to a combination of the new facilities and accessible online monthly memberships. Since the Business Plan was implemented in 2022, adult membership has continued to grow, stabilising at about 200.



7. Finance



10 Year Facility Development Plan (2022 – 2032)

Having built Courts 7 and 8, and covered Courts 1, 2 and 3 with artificial grass in 2019/20, we planned for further significant upgrades to our facilities over a period of 10 years, to improve the tennis offering, increase membership and usage of the facilities, and generate more income.

A number of these developments have taken place in the last three years, including:

- An artificial grass surface installed on Court 4 in 2022
- Wingfield Net technology installed on Court 4 in 2023
- Courts 5 and 6 (hard courts) resurfaced in 2024
- LED floodlighting to all courts installed/upgraded in 2022

The next priorities are included in our Action Plan. These are planning for courts 7 and 8 and any fencing or other security requirements, and analysing members' priorities for future

The key drivers for these developments continue to be:

- To provide high quality facilities that support Our Vision and Our Mission and improve Our Offering
- To position Riverside Tennis Club as a financially self-sufficient organisation
- To retain the ability to respond to the anticipated user and membership growth over the coming years

The Development Committee will assess, research, cost, and prioritise proposals before the Club decides which to take forward and include in our plan. All ideas are dependent on member support, funding, local consultation and necessary planning permission.

“Business As Usual” Actions

These actions from the original plan will now be sustained as Business As Usual and linked to the Management Committee, lead role, or Sub-Committee.

Theme	ORIG BP NO	Action to Achieve Outcome	Lead Role/Committee
RUN	2	Continue to meet with the LTA to facilitate support for the Club	Chair / Coaching Co-ordinator
RUN	5	Review the effectiveness of our communications with members & the community, taking into account survey results and technology developments	Membership Secretary / Marketing Lead / Coaching Co-ordinator
RUN	26	Feed weaknesses of the ClubSpark system back to the LTA	Coaching Co-ordinator / Membership Secretary
PROMOTE	3	Take advantage of our club of the year status	Marketing Lead
PROMOTE	10	Ensure that the customer journey to join the club is easy and quick	Membership Secretary / Marketing Lead
PROMOTE	10	Provide a website updating service for the Membership Secretary to optimise the experience for potential/new members	Marketing Lead
PROMOTE	5	Stay in touch with modern technology to optimise promotion of the Club	Marketing Lead
PROMOTE	18	Measure success of promotions via Google and social media (e.g.by number of click throughs)	Marketing Lead
PROMOTE	34	Maximise usage of tennis balls and promote this on website	Coaching Co-ordinator / Marketing Lead
PROMOTE	17	Emphasise participation in high level leagues on the website	Marketing Lead
PROMOTE	57b	Publicise our teams' successes in local, county and regional leagues	Marketing Lead
PLAY	6	Review the court programme v. capacity and programme sessions/courses during quiet times to maximise usage	Chair / Coaching Co-ordinator / Head Coach
PLAY	7	Continue coach led sessions at off peak times	Head Coach/Coaching Team
PLAY	12	Develop our offering for beginners and improvers at peak times	Head Coach/Coaching Team
PLAY	57a	Aim to have teams in top division in county and regional leagues	Selection Sub-Committee
PLAY	8	Provide opportunities for adult teams to improve their match play	Head Coach /Coaching Team
PLAY	46	Continually review the internal adult competitions and deliver an annual programme	Tournament Sub-Committee
PLAY	52	Ensure the Club has at least one qualified tournament referee	Head Coach/Coaching Team
PLAY	52	Look for opportunities to run annual adult open tournaments	Head Coach / Tournament Sub-Committee
PLAY	9	Use junior performance programmes to increase then maintain number of juniors playing tournaments	Head Coach/Coaching Team
PLAY	41 & 53	Look for opportunities to run grade 4 and 5 junior tournaments	Head Coach/Coaching Team
PLAY	13	Develop primary and secondary school links to recruit more mini players and juniors into the club	Head Coach/Coaching Team
PLAY	15	Look for opportunities to run fun festivals entry level competitions for juniors and other local clubs	Head Coach/Coaching Team
PLAY	31	Promote cardio tennis as a non-competitive option for players	Head Coach / Marketing Lead
PLAY	40	Hold racket demo days	Coaching Co-ordinator / Marketing Lead

ACTION PLAN

RUN	PLAY	PROMOTE	PRESERVE	PLAN
-----	------	---------	----------	------

LINK	NEW BP NO	ORIG NO	Action to Achieve Outcome	Lead Role/ Committee	Date by
RUN	1	48	Establish a role of Volunteer Co-ordinator and/or volunteer recruitment process to engage more volunteers in regular activity	Management Committee	2025
RUN	2	NEW	Appoint a new Secretary	Management Committee	2025
RUN	3	NEW	Assess the need for / develop an Asset Manager role	Management Committee	2025
RUN	4	NEW	Assess the need for / develop a Member Liaison role	Management Committee	2025
RUN	5	56	Reallocate Coaching Co-ordinator tasks which are outside the role	Management Committee	2025
RUN	6	21	Review role descriptions and terms of reference for sub-committees, ensuring that objectives link to the Business Plan and BAU responsibilities are incorporated	Management Committee	2025
RUN	7	47	Mitigate against single points of failure of key roles by devising a succession policy	Management Committee	2025
RUN	8	NEW	Establish a process to ensure all Club and LTA policies and procedures are reviewed regularly, implemented and adhered to	Coaching Co-ordinator / Head Coach	2025
RUN	9	20	Streamline and formalise the club's decision- making process, ensuring we continue to act within the remit of the constitution	Management Committee	2025
RUN	10	28	Set up an online document library for the Management Committee	Management Committee	2025
RUN	11	49	Produce an overarching risk strategy for the club	Management Committee	2025
RUN	12	22	Establish a process and ownership to keep our website up to date, consistent and relevant	Marketing Lead / Management Committee	2025
RUN	13	NEW	Review the Business Plan	Management Committee	2026
PROMOTE	14	16	Review the marketing approach to Pay and Play on courts 5 and 6 as a result of the River Park Development	Marketing Lead / Management Committee	2025
PROMOTE	15	45	Seek new ways to promote club successes and opportunities, including a range of promotional videos linked to our website	Marketing Lead	2025
PRESERVE	16	23	Finalise the clear guidance for all aspects of house and grounds	House & Grounds Lead / Asset Management Lead	2025
PRESERVE	17	24	Finalise the servicing and general maintenance schedule	House & Grounds Lead	2025
PRESERVE	18	24	Finalise the court maintenance schedule	House & Grounds Lead	2025
PRESERVE	19	NEW	Build a team of regular house and grounds volunteers	Volunteer Co-ordinator and House & Grounds Lead	2025

PRESERVE	20	36	Prioritise and schedule repairs and remedial tasks highlighting any higher cost items for budgeting purposes	House & Grounds Lead	2025
PLAY	21	NEW	Maximise the benefits and opportunities of the LTA Youth Accreditation Scheme, enlisting support from the LTA	Head Coach	2025
PLAY	22	43	Enhance the excellent coaching structure and integration with the club, ensuring we attract and retain great coaches, through CPD and lead specialisms	Chair / Coaching Co-ordinator / Head Coach	2025
PLAY	23	NEW	Continue to enhance coaching standards through CPD, team meetings and lead specialisms	Head Coach / Coaching Team	2025
PLAY	24	NEW	Review processes for transitioning players from beginners to intermediates to advanced for both juniors and adults	Head Coach / Coaching Team	2025
PLAY	25	54	Run an event in aid of charity eg Sport Aid when there are more volunteers and capacity. Consider linking with a community event.	Social Events Lead / Tournaments Committee	2026
PLAN	26	NEW	Seek member views regarding prioritisation of facility developments	Development Sub-Committee	2024 2025
PLAN	27	NEW	Set out a plan for courts 7&8 based on member opinion, finance, court condition, volunteers, etc, then implement	Development Sub-Committee	2025
PLAN	28	NEW	Review fencing and security requirements	Development Sub-Committee	2025
PLAN	29	1	Review and prioritise other potential improvements to the club's facilities depending on plan for courts 7&8	Development Sub-Committee	2025 2026
PLAN	30	4	Run a membership survey at appropriate opportunities (at least every two years). Review the results and take necessary action	Membership Secretary	2026 2028

Acknowledgements

The 2022–2027 Business Plan (incorporating a 10 year Facility Development Plan) was developed considering the market conditions and the available financial and human resource required to realise the outcomes contained within it, and was adopted by the Management Committee in March 2022. The Plan is a live document, and it is acknowledged that the focus, dates and actions may change at periodic reviews.

Following a review of the original Plan at the end of 2024, and as a result of the successful delivery of a significant number of the actions, the Plan has been refocused and updated as set out in this document.

The success of the first three years of the plan is testament to the commitment and hard work of the Management Committee, Lead Officers, Sub-Committees, Coaching Team and the volunteers that have supported the club over that time.

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

It is hereby acknowledged that the revision to the 2022–2027 Business Plan was adopted by the Management Committee in January 2025.