



Woodfield Grove Tennis Club

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## 5 Year Plan

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# Executive Summary

An ad hoc working group was formed to review the organisation and management of Woodfield Grove Tennis Club some ten years after this was rebuilt as a result of Sport England Lottery funding in 1998-9.

The club expanded quickly after re-opening and while it remains viable, it is clear that its running is dependent on a few volunteers who do the lion's share of the work involved.

The coaching programme has expanded and now supports a vibrant junior following. It also encourages membership take-up and provides income to the club but has a direct impact on the premises in terms of wear-and-tear arising through outside traffic generated and unsupervised children who are not participating in lessons.

The working group canvassed the membership and identified three main areas that need to be addressed, namely:

- The club's finances
- The running of the club
- Its future development

While the 5-Year Plan detailed herein focuses primarily on the period 2011-2015, the need to chart a financial plan over the long term is addressed as contingencies are required to re-lay and/or replace the courts, floodlights and fencing when these reach the end of their lives.

The 'big message' is that all Full Members are collectively responsible for the running of their club and through small contributions of time and expertise, the club will flourish.

The working group's recommendations include:

## **Financial**

- Establishing a planned and detailed working budget for the maintenance and refurbishment of the club over the coming five years to stabilise the club's financial position
- Increasing the subscriptions to fully cover the operating costs and enable a sizeable annual contribution to the Sinking Fund for future works
- Securing the long-term viability of the club to 2030
- Applying for Club Mark status to enable the club to apply for future funding from the LTA if required
- Encouraging take up of British Tennis Membership to enable a larger Wimbledon ticket allocation from the Lawn Tennis Association (LTA), an important club benefit

**Result:** A more viable club that will maintain its facilities in good condition

## **Running the club**

- Increasing the pool of volunteers to directly assist with the running of the club
- Changing the club culture by adopting of a fresh approach to the roles played by the

Officers, Management Committee and sub groups. While a few individuals continue to shoulder the bulk of the work, others are not engaged to assist and the goal is wider group involvement from members.

- Adopting a fresh organisational approach such as depicted in the 'Organogram' or Management Structure Plan
- Maintaining the fabric of the buildings, the courts and the floodlighting in good repair

**Result:** Sharing the necessary tasks between members = lighter and less arduous workloads

## **Development**

- Increasing the membership
- Improving communications among members and with the local community
- Achieving a fresh and targeted marketing campaign, including a new 'house look' (logo, letterhead, leaflet), aimed at attracting an additional 20 new adult members to join the club from within the local community
- Improving member benefits, including:
  - re-establishing club sessions
  - increasing competition at all levels of play
  - providing an online booking system and floodlight token machine
  - arranging more social events for better member inter-action
- Promoting a sports development plan to link the local community to the club

**Result:** More members = increased income and a secure future

## **Problem areas**

The working group recognises that there are problems that require immediate attention, the most important of which is:

- Establishing better (stricter) controls on visitors to comply with insurance and health and safety purposes and the club rules
- Easing the difficulties arising between the needs of members and the coaches
- Instigating stricter financial controls to monitor cash flow and progress and enable better planning
- Meeting the ground swell of member requests for more vibrant social club session tennis

Steps have already been taken to reinstate Club Sessions and to alleviate difficulties over the cross-over time from coaching to evening member playing times through the online court booking system (now live) and a review of coaching hours.

Purchases made at the end of 2010 addressed Health & Safety issues, storage and the controlled sale of floodlight tokens.

# Table of Content

<b>WOODFIELD GROVE TENNIS CLUB.....</b>	<b>1</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
FINANCIAL .....	3
RUNNING THE CLUB.....	3
DEVELOPMENT .....	4
PROBLEM AREAS.....	4
<b>5 YEAR PLAN .....</b>	<b>7</b>
<b>PLAN OVERVIEW .....</b>	<b>7</b>
<b>OBJECTIVES OF THE PLAN.....</b>	<b>7</b>
<b>TARGET MARKET.....</b>	<b>7</b>
DEMOGRAPHICS .....	8
TARGET CUSTOMERS .....	8
<b>WHERE ARE WE NOW?.....</b>	<b>9</b>
HISTORY .....	10
LOCAL COMMUNITY .....	10
LOCAL COMPETITORS .....	12
EXISTING FACILITIES .....	13
MANAGEMENT AND ADMINISTRATION.....	13
HEALTH & SAFETY .....	13
COACHING PROGRAMME.....	14
MEMBERSHIP .....	15
2010-11 MEMBERSHIP ANALYSIS .....	15
SUBSCRIPTIONS .....	16
2010-11 2011-12 .....	16
PUBLIC PAY-&-PLAY RATES.....	16
MARKETING, SPONSORSHIP AND PROMOTION .....	17
MARKETING AND PR PLAN 2011 .....	17
RULES.....	19
FINANCIAL INFORMATION .....	20
FINANCE RECOMMENDATIONS.....	25
<b>WHERE DO WE WANT TO BE? .....</b>	<b>26</b>
WGTC MEMBER SURVEY 2010 .....	26
WHAT THEY PARTICULARLY LIKE ABOUT THE CLUB IS:.....	26
WHAT THEY PARTICULARLY DISLIKE ABOUT THE CLUB IS:.....	26
IN TERMS OF OUR EXISTING FACILITIES: .....	26
SUGGESTED CLUB CHANGES .....	27
SUGGESTED ACTIVITIES.....	27
WHAT WOULD ENCOURAGE MORE PLAY .....	27
SPECIAL EVENTS TO BE HELD AT THE CLUB.....	27
BAR AND HOT DRINKS DISPENSER .....	28
WIFI AND WEBSITE .....	28
OUTSIDE VIEW OF OUR CLUB.....	28
ADDITIONAL COMMENTS .....	28
NEW MISSION STATEMENT .....	29
AIMS AND OBJECTIVES .....	29

<b>HOW ARE WE GOING TO GET THERE? .....</b>	<b>30</b>
SHORT TERM PLANS .....	30
MEDIUM TERM PLANS .....	31
LONG TERM PLANS .....	31
RESPONSIBILITIES .....	31
<b>HOW DO WE ENSURE WE STAY ON TRACK? .....</b>	<b>32</b>
KEEPING MOMENTUM .....	32
REVIEW PROCEDURES .....	33
COMMITTEE APPRAISAL .....	34
AGM REPORTING .....	34
KEY OBJECTIVES .....	34
MEASURING PERFORMANCE .....	35
CLOSING SWOT ANALYSIS .....	35
<b>APPENDIX I - HISTORY .....</b>	<b>36</b>
<b>APPENDIX II – 2009 ACCOUNTS .....</b>	<b>41</b>
<b>APPENDIX III – 2008 ACCOUNTS .....</b>	<b>45</b>
<b>APPENDIX IV - RULES.....</b>	<b>49</b>
<b>APPENDIX V – ONLINE BOOKING.....</b>	<b>61</b>
<b>APPENDIX VI - EQUIPMENT .....</b>	<b>63</b>
<b>APPENDIX VII – SINKING FUND .....</b>	<b>64</b>
<b>APPENDIX VIII – WEBSITE.....</b>	<b>65</b>
<b>APPENDIX IX - MANAGEMENT .....</b>	<b>66</b>
<b>APPENDIX X – LETTER TO VISITORS .....</b>	<b>67</b>
<b>APPENDIX XI – HOT DRINKS PRICING .....</b>	<b>71</b>

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## 5 Year Plan

The club was entirely rebuilt in 1998 as a result of Sport England Lottery funding, loans from the Lawn Tennis Association and Young's, and financial support from the membership.

The purpose of this plan is to review all aspects of the club with a view to devising a five-year plan for its future operation and well being.

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### Plan Overview

- Feedback:** *Via a membership wide survey*
- Working Group:** *Conducting research to focus on a better future*
- Management Committee:** *Providing the checks and balances*
- AGM March 2011:** *To gain membership consensus for the plan*

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### Objectives of the Plan

- To take stock of what the membership seeks from the club
- To see how we can improve our club, its operation and finances
- To find a way forward to implement a future plan that satisfies those needs
- To gain general support for these plans

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### Target Market

The club's primary 'customers' are its adult membership, which in turn breaks down into:

- a) Full Annual Members
- b) Discounted adult members (i.e. mid week members, husband-&-wife members, seasonal members and student members)

The club recognises the importance of the junior section, which is the foundation of its future membership providing youngsters can be encouraged to keep playing the sport and converted to adult membership.

Family memberships provide the club with both adult and junior members; and often prove to be a good conduit for introducing the younger players into the senior environment.

### **Demographics**

It will be seen elsewhere that the club's primary catchment area of Streatham is now comprised of young families with disposable income.

### **Target Customers**

The club's major source of income is via its Full Members, supplemented by discounted and seasonal members.

Around 16% of its annual subscription income of a little over £16,000 is derived from its junior and social membership.

While the coaching programme generates income, the number of hours and impact on the club at peak times is a matter of some concern and finding the right balance that satisfies Full Members is a prime objective of this report.

It is clear that the coaching programme is a prime means of introducing people to the club, while word of mouth (i.e. bringing a friend along to see the club) is the most effective recruitment tool.

Most members join because they already know someone at the club or are looking to meet people with whom they can play.

Embracing the local community on an on-going basis is therefore a prime objective in reaching future members.

## Where are we now?

### OPENING SWOT ANALYSIS

#### Woodfield Grove Tennis Club

##### SWOT Analysis

(1<sup>st</sup> Draft: 4 August 2010)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Friendly, dynamic club with excellent facilities</li> <li>• Can play anytime, on a good surface with floodlights available</li> <li>• Innovative administration</li> <li>• Offers good Bar service when open; plus 24-hour hot drinks via dispenser in kitchen</li> <li>• Club is comfortable, well kept, clean and tidy</li> <li>• Good coaching programme for all ages</li> <li>• Sunday public Pay-&amp;-Play tennis with coaching helps attract new members</li> <li>• History</li> <li>• Financially sound</li> <li>• Good atmosphere with few politics involved</li> <li>• Competent and well-connected committee</li> <li>• Good social programme</li> <li>• Bridge and Chess sections</li> <li>• Website</li> <li>• Loyal volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Small club with only four courts</li> <li>• Hidden location off beaten track</li> <li>• Standard of play / depth of membership / disconnect between levels of play / Teams</li> <li>• Club sessions do not work</li> <li>• Lack of sense of community / engagement from members</li> <li>• Need for more adult members</li> <li>• Finite potential for growth (i.e. members v courts)</li> <li>• Local competition from other clubs that overshadow WGTC</li> <li>• No obvious Unique Selling Point</li> <li>• Income dependent on number of members</li> <li>• Limited potential for expansion due to lack of space</li> <li>• Sinking fund requirement</li> <li>• Too small with no room for expansion</li> <li>• Communications</li> <li>• Need to be friendlier</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Better engagement of membership</li> <li>• Increase number of adult members</li> <li>• More competition and opportunities to play</li> <li>• Bring in the local community / community outreach through coaching programme</li> <li>• Thriving junior programme to compete with rival clubs</li> <li>• Long term structured Development Plan</li> <li>• Improve communications</li> <li>• Marketing plans / advertising to attract members</li> <li>• Website / Online booking system</li> <li>• Club Mark to secure LTA support</li> <li>• Future investment from LTA and other fund raising opportunities for the right project (e.g. practice fencing or covered courts or hot tub)</li> <li>• Neighbourhood and surrounding area is gentrifying with less transient population</li> <li>• Potential for more Family members</li> <li>• Generating a new Unique Selling Point</li> <li>• Scope for competitive play / more teams</li> <li>• Improve member benefits</li> <li>• To question the way we run the club: Do we convert from 'members club' to more commercially run facility?</li> <li>• Sell up?</li> </ul>	<ul style="list-style-type: none"> <li>• Other clubs nearby with USPs</li> <li>• Other leisure activities competing for attention</li> <li>• Dwindling membership</li> <li>• Increasing running costs versus keeping the subscription costs reasonable enough to retain members</li> <li>• Renewal of facilities / Insufficient sinking fund</li> <li>• Lack of proper engagement of membership</li> <li>• Size limitations: Members v courts</li> <li>• Lack of volunteers to take charge of tasks and administrative areas of club</li> <li>• Very few new people willing to take responsibility</li> <li>• Same people do the work all the time</li> <li>• Demographics of membership</li> <li>• Loss of leadership</li> <li>• Inability to turn things around through lack of will and vision by general membership</li> </ul>

## History

Woodfield Grove Tennis Club has been an integral part of the local scene in Streatham, South London, since 1924 when it was first founded by the builders of the surrounding houses.

It was completely rebuilt in 1998-99 as a result of a Sport England National Lottery grant and refurbished internally in 2008.

In 2010 remedial works to the balcony were conducted to rectify some structural design flaws in the clubhouse.

Primarily a tennis club with strong community links and a lively social section, there is also a quiet room upstairs that is used for Bridge and Chess, while there are separate changing and shower facilities for men and women with easy access for the disabled, including a lift for getting upstairs.

The Club's golden era was in the 1970s when it fielded several teams in county competitions and played some 31 friendly matches throughout the year with local clubs.

Originally the clubhouse was built to serve the needs of a small local communal membership. It had gas lighting and heating which was replaced by electricity in 1963.

The land was rented on three-year leases, which did not encourage long term investment so, in 1956, the club negotiated a 21 year lease with the landlord at £100 a year plus half that amount paid into a joint account for improvements.

1967 was the turning point year when Woodfield Grove Tennis Club bought the freehold of the property from the widow of the original landlord at a price of £2,250 (£21,000 today).

Because of the club's record of coaching beginners and juniors, a grant of £900 was obtained from the Ministry of Education and a low interest (3%) loan of £800 from the Lawn Tennis Association. The balance of £550 was found from interest-free debentures from some members and loans paying 5% interest from others. The LTA loan was paid off in full by 1975.

*[A full history of the club is available in Appendix I]*

## Local Community

A profile for the postcode area of SW16 3PX, the nearest to the club:

- Many of the people who live in this area are young, living in converted flats, in multi-ethnic areas; known as type 18 in the ACORN classification and 1.14% of the UK's population live in this type of accommodations
- The Neighbourhoods are almost exclusively a London phenomenon, with high concentrations in most inner and outer London boroughs.
- These young multi-ethnic communities are primarily found in London, with many living in houses which have been converted into flats.
- Most people are in their twenties and thirties and there are only a few, very young children.

- The population is diverse.
- On the whole they are well qualified - many are in professional and managerial jobs, with good incomes.
- Others have lower level qualifications and are likely to be office and clerical staff.
- There are also a significant number of students.
- The majority of people are renting their homes privately. However, there is also a high proportion living in Housing Association property.
- Public transport is by far the most popular method of travelling to work or study.
- Residents are also happy to walk, and only a minority see the need for a car.
- At this stage in their lives this type are not really thinking about investing their money and spend their spare money on travel, and will take long haul trips as well as European holidays.
- They like exercise and sport, as well as more contemplative pursuits such as the theatre, the arts and self-improvement classes.
- They are also very interested in current affairs and read The Guardian and Independent as they commute to work.

An overview of the likely preferences and features of the SW16 neighbourhood:

- |                               |           |
|-------------------------------|-----------|
| • Family Income               | Very high |
| • Interest in current affairs | Very high |
| • Housing - with mortgage     | Medium    |
| • Educated - to degree level  | Very high |
| • Couples with children       | High      |
| • Have satellite TV           | Low       |

Often, many of the people who live in this sort of postcode will be well-off professionals living in larger houses and converted flats. These are known as type 13 in the ACORN classification and 0.87% of the UK's population live in this type.

Neighbourhoods fitting this profile are found in many urban areas of the UK, but particularly in London (Kensington and Chelsea, Wandsworth, Ealing, Richmond-upon-Thames and Fulham). Edinburgh and university towns such as Durham, Oxford and Cambridge also.

These are predominantly well-off professional people living in urban areas of the UK. Most are well educated individuals in professional and managerial occupations, but there are also students and young singles starting out on their careers.

Houses tend to be large, with four or more bedrooms, often in Georgian and Victorian terraces. Many are owner-occupied by professional couples and families. There are also high levels of converted flats, some of which are privately rented. The younger singles in these areas will often be sharing flats and houses.

Car ownership is high, reflecting the wealthy nature of these neighbourhoods, but

because of their urban location, travel to work is mostly by public transport.

Incomes tend to be high, with many residents earning over £50,000 a year. They are financially aware and have high levels of savings and investments. They also have high levels of credit card usage. These technologically sophisticated consumers make great use of the Internet for financial services, as well as buying other products and services.

They enjoy the arts, including theatre, classical music, opera and the cinema. The most widely read newspapers are The Guardian, Independent, The Times and Observer. Foreign travel and skiing are popular leisure activities.

This is a description of the type of neighbourhood to which this postcode has been matched, it is not a description of the postcode. The overview describes characteristics frequently found in these neighbourhoods. Since most postcodes include a mix of people we don't expect everyone there will fit the description perfectly.

## Local Competitors

There are several other tennis clubs in the local vicinity of Woodfield Grove, namely:

- Wigmore Lawn Tennis Club
- Telford Park Lawn Tennis Club
- Grafton Lawn Tennis Club

All are larger establishments than Woodfield Grove.

There are also two other tennis clubs located in Streatham, namely:

- Norbury Park Lawn Tennis Club
- West Norwood Tennis Club

TENNIS FACILITY	COST PER HOUR	EQUIVALENT COST FOR ONE AND A HALF HOURS IN DAYLIGHT	EQUIVALENT COST FOR ONE AND A HALF HOURS UNDER LIGHTS
WOODFIELD GROVE TC <i>Note:</i> <i>Juniors Under 18, Students Over 18, Pensioners, and Those on Low Income fall under the category of Concessions</i>	<u>Members:</u> No charge <u>Visitors</u> £4 per day <u>Public Pay-and-Play:</u> £6.00 per court daylight £14.00 per court floodlights	<u>Members:</u> No charge <u>Visitors</u> £4 per day <u>Public Pay-and-Play:</u> £9.00 per court daylight <u>Public Concessions:</u> £8.00 per session Tennis with Coaching, Sunday afternoons	<u>Members:</u> £7.50 <u>Visitors</u> £9.00 per day <u>Public Pay-and-Play:</u> £21.00 per court floodlights
PUBLIC PARKS (e.g. Tooting Bed Park and Clapham Common)	£5.00 per court	£?? per court	N/A
GRAFTON LTC	Members only	N/A	
TELFORD PARK LTC	Members only	N/A	
WIGMORE LTC	Members only £?.00 per hour floodlit	N/A	£4.50 floodlit

## **Existing Facilities**

Woodfield Grove Tennis Club has 3 cushioned acrylic tennis courts plus a further macadam court, all of which are floodlit so play is possible throughout the year up until 10 pm at night.

The modern two-storey clubhouse offers a licensed lounge bar and has a kitchen with a hot drinks vending machine and wireless broadband available to members throughout the day.

There are facilities for the disabled including a downstairs toilet and a lift for access to the changing rooms upstairs.

## **Management and Administration**

The club is run by a Management Committee comprised of 12 Full Voting Members elected at the Annual General Meeting, and various sub-committees appointed to organise specific activities.

All normal functions of the club are maintained by volunteers with the exception of the cleaning which is done by a part-time paid cleaner.

## **Health & Safety**

The sub committee responsible for H&S at the club needs to run a full assessment.

While many issues have already been dealt with (e.g. the unsteady television and stand replaced by a flat screen set located safely on the wall away from the reach of children and the balcony), a full assessment will help to identify any other areas requiring attention.

The behavior of children not involved on court gives rise to concern, particularly their disregard for furnishings and planting and the fact they are allowed to run rampant around the club.

The fact that visiting adults and their children, who are waiting for children engaged in coaching on court, do not sign in places the club's insurance into question and possible jeopardy so a register is now in place for signing-in purposes.

It is acknowledged that children engaged in coaching are registered with the coaches and the concern arises for all the others visiting the club.

While the coaches have tried to pass the message to parents and make an effort to clear up after the children, they cannot be expected to be in a position to supervise off-court activities when they are coaching on court. This is clearly the responsibility of the adults present.

A letter to parents is therefore proposed outlining the concerns and requesting they sign in if they are waiting at the club. Regulars will be invited to join as Parent/Guardian Members (new category to be approved) to waive the signing-in requirement and to help generate some income to the club.

See Appendix X for suggested draft text.

It is recommended that any abusers of the proposed procedures are excluded from the club as they make no contribution to its well being.

## Coaching Programme

### Goals:

- Provide high quality coaching for members at all levels
- Build membership through coaching
- Support tennis development in the local community

### Current Programme:

Target Group	Coaching Offer
Coaching for Members	<ul style="list-style-type: none"> <li>• 1-2-1 coaching</li> <li>• Private group sessions e.g. ladies on Monday mornings</li> <li>• Open group sessions e.g. Ladies Evening, Men's Squad, Rusty Raquets</li> <li>• Junior coaching programme: Term-time, Camps</li> </ul>
Building membership	<ul style="list-style-type: none"> <li>• Junior programme &amp; Camps: introducing juniors &amp; families</li> </ul>
Community support	<ul style="list-style-type: none"> <li>• Open Days</li> <li>• Junior programme</li> <li>• Camps</li> </ul>

### Future options & constraints:

- **Squad Coaching:** Evening sessions work but require a minimum number (8 per session) to generate a good atmosphere, allow a mix of activities and make them financially viable for coaches
  - Ensure critical mass with block booking: 5 week terms with up-front payment to commit players
  - Incentivise participation: Book for the term and get a free 1-2-1 session
- **Performance Coaching:** Not realistic due to
  - pressure on courts – needs several hours per week per player, and
  - Lack of space on court makes them unattractive to top-end players
- **Individual Coaching:** Run a promotional calendar with a new offer each month:
  - One week special price discount for double lessons, 1-2-1 etc.
  - Open to non-members for additional fee to drive membership
- **Competitions:** Use regular competitions to drive involvement and interest in the club & coaching
  - One-day round-Robin
  - American.....

A review of the current coaching and sports development programme is recommended but felt to be outside the remit of the working group.

## Membership

<u>Year</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
Playing Members	62	62	60	58	57	58	57	51	45	45
Juniors	23	21	23	13	15	21	25	23	23	21
Others										
<b>Total</b>	<b>85</b>	<b>83</b>	<b>83</b>	<b>71</b>	<b>72</b>	<b>79</b>	<b>82</b>	<b>74</b>	<b>68</b>	<b>66</b>

<u>Year</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Playing Members			50	53	57	65	81			
Juniors			31	15	0	30	32			
Others				15	40	45	42			
<b>Total</b>			<b>81</b>	<b>83</b>	<b>97</b>	<b>140</b>	<b>155</b>			

<u>Year</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Playing Members					67	75	88	98	108	121
Juniors					62	72	74	78	79	81
Others					18	24	26	28	30	32
<b>Total</b>					<b>147</b>	<b>171</b>	<b>188</b>	<b>204</b>	<b>217</b>	<b>234</b>

## 2010-11 Membership Analysis

<u>Category</u>	<u>No</u>	<u>Rate</u>	<u>Total</u>
Full Voting Member @ £220	41	220	£9,020
Weekday Member (excluding weekends) @ £165	9	165	£1,485
Summer Member (from 1 May to 30 Sept) @ £170	1	170	£170
Winter Member (from 1 Oct to 30 April) @ £100	3	100	£300
Weekday Summer Member (ex. weekends) @ £125		125	£0
Husband & Wife Playing Members @ £390	1	390	£390
Annual Family (2 adults + 1 child) @ £385	3	385	£1,155
Annual Family (2 + 2+ children) @ £420	1	420	£420
Under 21 and Full-time Students @ £130	2	130	£260
Age 16-20 (employed) @ £170	0	170	£0
Unemployed Playing (UB40) @ £130	0	130	£0
Country Playing (outside M25) @ £105	0	105	£0
Social Member @ £35	12	35	£420
Juniors (age 14-15) @ £65	8	65	£520
Under 14s Primaries @ £35	58	35	£2,030
Guardian	1	0	£0
Country Social?	4	25	£100
Honorary Members	3	foc	£0
Coaches	3	foc	£0
	<b>150</b>		<b>£16,270</b>

An additional 20 Full Members at the current rate would generate an additional £4,400 of income.

## Subscriptions

		2010-11	2011-12
Adults	Full Voting Member	£220	£250
	Weekday Member	£165	£180
	Summer Member	£170	£185
	Winter Member	£100	£110
	Weekday Summer	£125	£135
	Social Members	£35	£40
	Annual Family Memberships		
	Husband, wife & 1 child under 14	£385	£425
	Husband, wife & 2 children under 14	£420	£460
Husband and Wife Playing Members		£390	£430
Under 21 and Full-time Students			
	Annual	£130	£150
Juniors	Primaries U14	£35	£40
	14-18 yrs	£65	£70
Annual Concessions			
	Age 16-20 (employed)	£170	£180
	Unemployed (UB 40)	£130	£135
Country	Playing (outside M25)	£105	£125
	Social (outside M25)	£25	£30

## Public Pay-&-Play Rates

RATES FOR PAY-AND-PLAY SCHEME (PER 60 MINUTE SESSION)	DAYLIGHT SESSIONS		FLOODLIT SESSIONS	
	SINGLES	DOUBLES	SINGLES	DOUBLES
Guest Fee Element (applicable each session)	£4.00	£7.00	£4.00	£7.00
Court Charge	£2.00	£2.00	£2.00	£2.00
Floodlight Costs	N/A	N/A	£5.00	£5.00
<b>TOTAL COURT FEE FOR ONE HOUR SESSION =</b>	<b>£6.00</b>	<b>£9.00</b>	<b>£11.00</b>	<b>£14.00</b>

## Marketing, Sponsorship and Promotion

The club has used a variety of methods to advise the local community of its existence, namely by way of:

- Advertising in the local printed press
- Posters in strategic locations, such as local libraries, railway station, city manager's office, cafes etc
- Leaflet drops through local letterboxes
- Websites, including Gumtree and the club's own domain at [www.woodfieldgrovetennis.net](http://www.woodfieldgrovetennis.net)
- Open days
- Coaching Programmes
- Word of mouth invitation

## Marketing and PR Plan 2011

### 1. Situation

Details of the local community, a SWOT analysis, local tennis club competitors and club facilities are detailed in the WGTC 5 year business plan. The working group are keen to increase membership numbers of full paying adult members to secure the future of the club.

### 2. Target Audience

- ❖ Full paying adult members
  - ❖ A segmentation of the local market is required so that marketing activity can be targeted effectively. Following review of the information in the 5 year plan, priority segments in this locality seem to be:
    1. Up and coming young professionals in their 20s and 30s with disposable incomes; many working in professional or managerial roles; many renting houses converted into flats privately; commuting to work using public transport
    2. Families with young children; Mums using local nurseries and coffee shops; parents educated to degree level; interested in current affairs; living in larger houses
    3. Multi-ethnic groups (Eastern European; Asian; Afro-Caribbean); large influx of Polish community with many shops catering for their needs; hairdressers and beauty salons for Afro-Caribbean and Asian communities; many running local businesses
- ❖ A secondary target audience is the over 50s and retired people. Whilst this group is not largely represented in this locality, there is an existing group of players in attendance on weekdays which could attract new members of this age.

### 3. Objectives

- ❖ To raise awareness of the club in Streatham and Balham areas
- ❖ To recruit 20 new full paying adult members in 2011

### 4. Strategy

A segmentation of the local market (see above) will enable us to target our messages effectively and via the appropriate channels, positioning the club appropriately for each segment (segmentation/targeting/positioning). We will ensure that marketing activity reaches each of our priority segments, and activity that reaches all segments will be prioritised to make best use of resources.

Based on a recent survey highlighting the key positive features of the club, our positioning will focus on the friendly, accessible nature of the club: “Woodfield Grove Tennis Club – a hidden gem in the leafy backstreets of Streatham offering easy access to tennis for players of all levels, with friendly, sociable members and good value, quality coaching plus a modern clubhouse with good facilities”.

Potential members who experience the club and its members firsthand are more likely to consider joining. Our strategy will therefore focus on a) getting ‘out and about’ in the local community and b) driving attendance to an exceptional club open day to be held in May and ongoing open social events. The open day should offer taster sessions; access to coaches/ e.g. ten minute diagnostic profile; rusty rackets sessions, bbq and drinks; paying bar; possible presence of a celebrity/local name. New promotional materials will be required.

### 5. Tactics

- ❖ *New logo competition*: launch a competition to design the new club logo in January/February 2011 via local press including print and local community websites and existing club members and friends. Offer a free summer membership and local press coverage to the winning entry. Competition details to be held on the WGTC website and entries to be e mailed directly to the webmaster for judging. Follow up press release in March 2011 with details of the winner and new logo.
- ❖ *Business card competition*: boxes to be left in local coffee shops, estate agents, bars, restaurants and hairdressers/beauty salons asking for business cards to be entered into competition to win a summer membership. Telephone follow up and mailing exercise to be undertaken inviting entrants to open day where winner of the competition will be announced
- ❖ *New promotional materials* (posters and postcards) to be designed and printed in March 2011 in time for leafleting and local community engagement in April 2011 using new logo. If logo competition does not bear good results, new logo to be designed and paid for
- ❖ *Leafleting* at train stations (Streatham, Streatham Hill, Streatham Common, Balham), local coffee shops, local pubs/bars, local businesses by promotional team dressed in tennis whites promoting the open day
- ❖ Discount (how much??) to be offered to local businesses if they sign up 4 employees or more

- ❖ *Posters* to be placed in local libraries, coffee shops, churches and community centres
- ❖ Postcards to be left with *local estate agents* to be placed in new resident packs
- ❖ *Coffee cup holders* to be printed and distributed to local coffee shops with details of WGTC website and open day
- ❖ Postcards to be placed in *Abel & Cole organic boxes* as part of strawberries and cream promotion (approach to Abel & Cole required for price of insertion)
- ❖ Local MP Chukka Umana to be approached with view to issuing press release about importance of local not-for profit community activities to promote physical activity. Chukka to be invited to attend open day (is he a tennis player?) highlight that WGTC is open to people from all backgrounds.
- ❖ WGTC Facebook page to be created and promoted to all club members via monthly newsletter. Link to be established on home page of WGTC website and all members encouraged to 'like' and 'friend' to encourage social networking

A retention strategy for existing members and warm leads to increase involvement and attendance at club sessions should be considered. An effective communication tool is the use of SMS text messaging to encourage members to attend club sessions on the day (Wednesday and Saturdays). Social nights watching key sporting events on Sky could be promoted by SMS, especially tennis championships.

## 6. Timing and Budget

- ❖ Launch competitions January/February 2011
- ❖ Press release to be issued to Streatham Guardian, SLP , Streathamlife.co.uk, Lambeth Life to publicise logo competition by the end of January.
- ❖ Promotion teams and leafleting in March/April 2011
- ❖ Open day May 2011
- ❖ Further open days and social events to be considered during the summer
- ❖ Posters and postcards = £500 design and print (£98.46 +VAT/240 postcards)
- ❖ Coffee cup holders £20/1,000
- ❖ Abel & Cole summer promotion TBC

## Rules

The club undertook a full review of its constitution, rules and regulations in 1998-99 to comply with Sport England requirements.

The rules are kept under advisement and adapted to suit the needs of the club as and when necessary. See Attachment IV for the current edition of the rules.

Attachment V shows the new wording adopted to cover the online booking procedures instituted in November 2010.

## Financial Information

INCOME	2008	2009	2010	2011	2012	2013	2014	2015
<b>SUBSCRIPTIONS AND ENTRY FEES</b>								
Members	15,189	16,145	14982					
Members Contributions to the LTA	734	877	793					
Visitors Fees	202	128	234					
Non-Playing Social Members								
SUB-TOTAL	16,125	17,150	16009					
<b>COACHING INCOME</b>								
Percentage from Lessons								
Schools								
SUB-TOTAL	723	795	600					
<b>COURT AND MATCH FEES</b>								
Flood light fees	1,323	1,380	1296					
Public Pay-and-Play Scheme	Nk	Nk						
Match and Tournament Fees		229	211					
Hire Charges								
SUB-TOTAL	1,323	1,609	1507					
<b>SALE OF GOODS</b>								
Clothing and Equipment	0	0	0					
Tennis Balls		300	285					
Bar Sales	8,323	6,333	6488					
Tea & Coffee (net)	264	206	76					
Food Sales	0	0	0					
SUB-TOTAL	8,587	6,839	6849					
<b>MISCELLANEOUS</b>								
Donations	0	0						
Gaming Machines Income	0	0						
Pay-Phone	Nk	Nk						
Advertising	0	0						
Sponsorship	0	0						
Other	67	45						
SUB-TOTAL	67	45						
<b>INTEREST ON INVESTMENTS</b>								
Bank Interest	95	10	10					
Investment Interest	0	0						
SUB-TOTAL	95	10	10					
<b>FUND RAISING:</b>								
Hire of Clubhouse / Bridge Drives	1,285	1,288	1188					
Jumble Sale (Net)	0	0						
Lambeth Community Chest grant	0	0						
Members' donations	864	864	864					
LTA Loan	0	0						
Young's Brewery Loan	0	0						
National Lottery Grant	8,706	8,706	8706					
Special Promotions and Events	857	555	548					
100 Club	620	500	625					
On-Going Fund-raising	0	0	0					
SUB-TOTAL	12,332	11,913	11931					
<b>TOTAL INCOME</b>	<b>39,252</b>	<b>38,361</b>	36906					

<b>EXPENSES</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>REFURBISHMENT COSTS:</b>								
Clubhouse Maintenance & repairs	1,644	850	4668		1644			850
Internal Furnishings and Equipment	4,315	100	112		4315			100
Courts, Fencing and Floodlighting	731	2,489	431		731			2489
Clubhouse equipment	1,234	0	2261		1234			0
Sundry	1,056	177	265		1056			177
<b>SUB-TOTAL</b>	<b>8,980</b>	<b>3,616</b>	<b>7737</b>		<b>8980</b>			<b>3616</b>
<b>MEMBERSHIP COSTS:</b>								
LTA and Surrey LTA Contributions	734	877	697		734			877
Surrey Match Fees		160	96					160
Honour Boards / Miscellaneous		388	127					388
<b>SUB-TOTAL</b>	<b>734</b>	<b>1,425</b>	<b>920</b>		<b>734</b>			<b>1425</b>
<b>STAFF COSTS:</b>								
Salaries and Wages	3,060	3,210	3240		3060			3210
Coaching Costs	3,000	3,000	3000		3000			3000
<b>SUB-TOTAL</b>	<b>6,060</b>	<b>6,210</b>	<b>6240</b>		<b>6060</b>			<b>6210</b>
<b>PROPERTY COSTS:</b>								
Business Rates	992	1,041	761		992			1041
Television	686	699	736		686			699
Electricity	2,070	2,066	1557		2070			2066
Garden maintenance		217	156					217
Water Rates	360	367	294		360			367
Cleaning Materials etc	282	238	344		282			238
Refuse Collection	411	483	503		411			483
Lift & burglar alarm maintenance	1,169	1,209	1005		1169			1209
<b>SUB-TOTAL</b>	<b>5,970</b>	<b>6,320</b>	<b>5356</b>		<b>5970</b>			<b>6320</b>
<b>PURCHASES:</b>								
Pay-Phone Rental / wireless hub	554	469	494		544			469
Beverages & snacks	4,752	3,726	3413		4752			3726
Food	0	0	0		0			0
Tennis Balls	208	381	337		208			381
Clothing	0	0	0		0			0
<b>SUB-TOTAL</b>	<b>5,514</b>	<b>4,576</b>	<b>4244</b>		<b>5514</b>			<b>4576</b>
<b>INSURANCES</b>	<b>1,637</b>	<b>1,671</b>	<b>1627</b>		<b>1637</b>			<b>1671</b>
<b>SUB-TOTAL</b>	<b>1,637</b>	<b>1,671</b>	<b>1627</b>		<b>1637</b>			<b>1671</b>
<b>ADMINISTRATION</b>								
Website	282	86	294		282			86
Postage, printing, stationery	618	279	422		618			279
<b>SUB-TOTAL</b>	<b>900</b>	<b>365</b>	<b>716</b>		<b>900</b>			<b>365</b>
<b>FINANCE COSTS:</b>								
Bank Charges		49	50		0			49
LTA Loan Interest Repayments	0	0			0			0
Members Loans Interest Repayments	0	0			0			0
<b>SUB-TOTAL</b>	<b>0</b>	<b>49</b>	<b>50</b>		<b>0</b>			<b>49</b>
<b>MISCELLANEOUS:</b>								
Performing rights		383	353					383
Liquor License		0	250					0
Donations		0						0
Other	1,093	132	263					132
<b>SUB-TOTAL</b>	<b>1,094</b>	<b>515</b>	<b>866</b>					<b>515</b>
<b>TOTAL EXPENDITURE</b>	<b>30,888</b>	<b>24,747</b>	<b>27756</b>		<b>30888</b>			<b>24747</b>
<b>OPERATIONAL SURPLUS / (DEFICIT)</b>	<b>8,364</b>	<b>13,614</b>	<b>9150</b>		<b>8364</b>			<b>13614</b>
<b>WORKING CAPITAL MOVEMENT</b>	<b>(9,671)</b>	<b>(11,030)</b>	<b>-8716</b>		<b>-9671</b>			<b>-11030</b>
<b>TO SINKING FUNDS</b>	<b>(1,309)</b>	<b>2,584</b>	<b>434</b>		<b>-1309</b>			<b>2584</b>
<b>MEMO: ACCUMULATED SINKING FUND</b>	<b>7,790</b>	<b>10,374</b>	<b>10807</b>		<b>7790</b>			<b>10374</b>
<b>MEMO: DEPRECIATION</b>	<b>10,761</b>	<b>10,761</b>	<b>10761</b>		<b>10761</b>			<b>10761</b>

## SINKING FUND

There is concern that the Sinking Fund provision will not be sufficient to meet the costs to be incurred by the club when the tennis courts need to be re-laid and the floodlighting system replaced.

The fund currently stands at around £10,000 and the cost of new court construction is estimated to be in the region of £29,000 per court for cushioned acrylic (i.e. courts 1-3).

LTA guidelines suggest setting aside £900 per court in annual contribution towards the cost of re-colouring and coating every 6 years, i.e. a total of £1,800 per annum for this item alone.

Court 4 will also require remedial work when the supporting wall is repaired. This could be done in conjunction with replacing the stop netting with a rebound netting to provide a practice facility and an estimated has been requested.

The current Sinking Fund may well be depleted through the cost of the remedial work so it becomes a priority to raise money to replenish this as soon as possible and a levy on all playing subscriptions is therefore suggested.

In building up the Sinking Fund for the future, a more accurate figure for the target income has to be defined.

LTA guidelines suggest re-colouring macadam courts every 6 years, for which £300 should be set aside each year.

Floodlighting requires an annual contribution of at least £1,200 to cover the life expectancy of equipment as follows:

- 5 years for the protection and control systems (approximately 20% of the capital cost should be included four times in a 20 year life cycle budget)
- 10 years for the replacement of the complete light fittings at the top of the columns (i.e. luminaires, for which the full capital cost should be included twice in a 20 year cycle)
- 20 years for the light columns and cables (i.e replacement at the end of their overall life, the full capital cost for which should be included once in a 20 year life cycle budget)

The existing floodlighting has been in situ for 11 years now and is beginning to cost the club money. To upgrade the whole system (i.e. replace it) would cost around £25,000 for the 3 court run and a further £11,000 for court 4.

Operating costs are currently covered by the floodlight token cost of £5 per hour as follows:

- Electricity @ £1.00 per court
- Routine maintenance @ £2.00 per court
- Lifecycle costs / Sinking Fund @ £2.00 per court

Annual floodlight guideline costs amount to approximately £450 per court routine maintenance, electricity @ £150 per court and lifecycle costs of £600 per court – i.e. £4,800 in maintenance costs.

Below illustrates a work plan and costs together with a financial plan.

<b>CALL ON SINKING FUND 2011-2030</b>								
Year	New Court Construction (3 acrylic and 1 macadam)	Moss & Algae kill	Power washing	Recoat acrylic wearing surface	Replace fence and gate	Minor repairs	Floodlights (4 courts)	Annual Total
2011					£7,000		£2,400	£9,400
2012		£600	£1,400			£400	£2,400	£4,800
2013				£13,500			£2,400	£15,900
2014						£400	£4,000	£4,400
2015		£600	£1,400				£2,400	£4,400
2016						£400	£3,400	£3,800
2017				£1,800			£2,400	£4,200
2018						£400	£2,400	£2,800
2019		£600	£1,400				£35,000	£37,000
2020				£13,500			£2,400	£15,900
2021						£400	£3,400	£3,800
2022		£600	£1,400				£2,400	£4,400
2023						£400	£2,400	£2,800
2024				£1,800			£2,400	£4,200
2025						£400	£2,400	£2,800
2026		£600	£1,400				£3,400	£5,400
2027						£400	£2,400	£2,800
2028	£50,000				£7,500		£2,400	£59,900
2029		£600	£1,400			£400	£2,400	£4,800
2030							£2,400	£2,400
Total construction cost	£50,000						£35,000	
Total running cost		£3,600	£8,400	£30,600	£14,500	£3,600	£50,200	

<b>CONTRIBUTION TO SINKING FUND 2011-2030</b>					
Year	Annual Contribution	Balance brought forward	Interest @ 5%	Expenditure	Accumulated fund C/F
2011	£0	£855	£600	£9,400	-£7,945
2012	£6,825	-£7,945	-£397	£4,800	-£6,317
2013	£4,158	-£6,317	-£316	£15,900	-£18,375
2014	£18,288	-£18,375	-£919	£4,400	-£5,406
2015	£20,335	-£5,406	-£270	£4,400	£10,259
2016	£10,000	£10,259	£513	£3,800	£16,972
2017	£10,000	£16,972	£849	£4,200	£23,620
2018	£10,000	£23,620	£1,181	£2,800	£32,001
2019	£10,000	£32,001	£1,600	£37,000	£6,601
2020	£10,000	£6,601	£330	£15,900	£1,032
2021	£12,000	£1,032	£52	£3,800	£9,283
2022	£12,000	£9,283	£464	£4,400	£17,347
2023	£12,000	£17,347	£867	£2,800	£27,415
2024	£12,000	£27,415	£1,371	£4,200	£36,585
2025	£12,000	£36,585	£1,829	£2,800	£47,615
2026	£15,000	£47,615	£2,381	£5,400	£59,595
2027	£15,000	£59,595	£2,980	£2,800	£74,775
2028	£15,000	£74,775	£3,739	£59,900	£33,614
2029	£15,000	£33,614	£1,681	£4,800	£45,495
2030	£15,000	£45,495	£2,275	£2,400	£60,369

It can be seen that a minimum of £5,000 per annum needs to be contributed over the next five years to meet costs.

### Recommendation

It is noted that in the Business Plan produced for the lottery funding grant application in 1996 set the 2001 subscription level for Full Members at £225, a figure that has not been reached by 2010 and explains the current, significant shortfalls in the Sinking Fund.

It is therefore suggested that either the subscriptions are raised substantially or a levy is made on all subscriptions and the income saved in the Sinking Fund along the following lines:

- Full Voting Member: £220 + £25 levy i.e 38 x £25 = £950
- Family Members (2 adults): £385 + £40 levy >  
£420 + £40 levy > 5 x £40 = £200
- Weekday Member: £165 + £15 levy 10 x £15 = £150
- Summer Member: £170 + £15 levy > 1 x £15 = £15
- Winter Member: £100 + £10 levy > 3 x £10 = £30
- Weekday Summer: £125 + £10 levy > 10 x £10 = £100
- Social Members: £35 + £5 levy 18 x £5 = £90

This would raise approximately £1,520 in levied income.

The disadvantage is that the levy would be imposed for one or two years only and when removed, the subscription levels would revert to previous lower levels.

The working group's recommendation is therefore to increase the subscriptions by the levy amounts suggested above and then increased by 5% as a minimum each year.

The number of Full Members also needs to be increased by a target of 20 in 2011.

### 100 CLUB

The 100 Club has been run since August 2000, helping to raise funds to repay the loans taken out for the rebuilding of the club in 1998-99.

Members over 16 years of age may purchase shares at £25 each. If the maximum 100 shares are sold, the following numbers apply:

- Total income = £2,500
- Monthly prizes = £1,300
- Profit retained by club = £1,200

Not all shares are sold, however, resulting in a reduction in profit and in 2008 this generated £620 and only £500 in 2009. In 2010, 66 shares were sold and the profit was £625.

Selling all the shares or increasing the price of each share would generate more funds for the club so bigger and better promotion of the 100 Club is required.

Nowadays the profits have been absorbed into the general running costs with any overall surplus directed towards the Sinking Fund.

It is proposed that all profit from future 100 Club shares be used solely for the Sinking Fund and that figures are recorded as both an income (shares sold) and expense (prizes paid out in the interests of clarity).

This should also encourage take-up if it is clear that the 100 Club is being run to build up the Sinking Fund for future refurbishment provision.

## **Finance Recommendations**

- Establish an online banking account through which to make electronic payments
- Investigate direct debit/standing order receipts for subscriptions and allowing members to pay quarterly at a slight premium
- Consider a credit card facility for the bar
- In the interest of clarity and in order to monitor progress and establish basic controls on income and expenditure, the accounts to contain more detail analysis, for example:
  - A full breakdown of membership dues received (by category and number) to be presented to the AGM annually and creating a benchmark against which to measure progress
  - The cost of goods such as tennis balls, hot drinks dispenser supplies, household items (toilet paper etc) should be listed under appropriate general headings (and not netted out)
  - Income derived from sale of goods to be listed
  - List the profit made at each social and other events to be recorded
  - Give a breakdown of the 100 Club – i.e. no of shares sold, prize money paid out and arising profit contribution to Sinking Fund
- A Procurement Manager to be appointed to oversee and manage purchases to be done via online accounts
- Introduce Match Fees for players competing in home matches (eg £2 per person per match)
- Convert the pay-phone into an outgoing emergency call service only to save the current rental and disband the answerphone
- Develop a range of merchandise to promote the new logo for sale to generate additional income
- Promote the notion to all Full Members that this is their club and therefore their collective responsibility

## Where do we want to be?

A survey was conducted among the membership to establish what their views were on the existing club and to measure aspirations for its future.

### WGTC Member Survey 2010

Approximately 85 adult members of WGTC were canvassed to give their views on the club, of which 26 submitted completed surveys, i.e. achieving around a 31% response.

The exercise has been useful in that it has helped to establish that, generally:

- The club is friendly and welcoming
- All consider membership to be of good value
- On the whole members are satisfied with the club, particularly the facilities
- They feel, however, certain areas can be improved, particularly club play, competition and communications
- There are also concerns over the coaching programme when this impacts peak times and causes wear-and-tear on the club
- All support changes that will encourage more play
- Most respondents have volunteered their help and expertise

#### What they particularly like about the club is:

- Friendliness
- Court availability
- Good facilities
- Good coaching

#### What they particularly dislike about the club is:

- Lack of club play
- Not enough members
- Little mixing in
- Standard
- Noise of kids on coaching courts
- Mess created by visitors receiving coaching
- Overlap of coaching into evenings when members want to play

#### In terms of our existing facilities:

- All felt the courts were either 'excellent' or 'good' (no respondent answered 'average' – 'bad')
- Views on floodlights varied from 'average' (x3) or 'good' (x14) to 'excellent' (x6); no-one answered 'poor' – 'bad'.
- While 3 people thought club sessions are 'excellent' and 2 'good', 5 responded 'average', 7 'poor' and 2 'bad'.
- Competition offered is considered 'good' (x6) or 'average' (x12), while 1 felt it to be excellent (no-one answered 'poor'-'bad')
- 10 people feel the club house to be 'excellent' while 11 responded it to be 'good' and 2 'average' (no-one answered poor-bad)
- Similar responses apply to the changing rooms, bar and kitchen
- 13 respondents consider the hot drinks machine to be 'good', 4 'excellent', 1 'average'

- 11 people feel the social programme to be 'good', 4 'excellent' but 5 answered 'average' and 1 'poor'
- 10 listed coaching to be 'good' and 6 'excellent' but several omitted commenting on the junior programme
- The booking system is considered 'good' (x7) or 'excellent' (x2) but 6 listed it as 'average' and 3 'poor'
- 15 responses combined to assess the website as 'excellent' or 'good' while 6 considered this 'average' and 1 'poor'
- Communications were said to be 'good' (x11), although 5 responded 'average' and 2 'poor'

#### **Suggested club changes**

- Top of the list is club (social) sessions, with better attendance, particularly by the better players
- More members (to attend club sessions)
- Better booking system (online)
- Better balance between junior sessions and adult play, particularly from 6pm onwards
- A ball machine
- A performance coach
- Cold drinks dispenser
- Covered court(s) in winter
- Commercial drive (i.e. sale of products)
- Better communications
- Updated and current website

#### **Suggested activities**

- More social events
- Wine tasting
- Tournaments
- Team coaching

#### **What would encourage more play**

- More players
- More opportunities to play
- Text messages
- Blogs
- Mixed competitions
- Higher standard
- Tennis ladders

#### **Special events to be held at the club**

All respondents supported the notion of hosting special events at the club:

- Celebrity Pro/Am (x 12)
- Teaching clinic (x10)
- Charity fund-raiser (x8)
- Open tournament (x8)
- Exhibition match (x7)
- Junior tournament (x4)

- Other: Tennis Art/Photo Exhibition sale, veteran's tournament, tennis exhibitors

#### **Bar and hot drinks dispenser**

- All except 1 respondent uses the bar
- 7 consider the bar prices 'cheap' while 9 find them 'reasonable' and 3 'acceptable'
- All are happy with the range of bar products, although 1 requests 'sandwiches or other wholesome snacks' and another 'fizzy water'
- 1 respondent requests the bar to be open more
- Only 13 respondents use the hot drinks dispenser, while 9 do not
- 4 consider the hot drinks prices 'cheap', while 5 find them 'reasonable and 4 'acceptable'
- Those that use the drinks machine are happy with the range of products available

#### **WiFi and website**

- Only 5 respondents use WiFi, while 18 do not
- Only 12 visit the website, while 8 do not
- Keeping this updated with more regular input are suggestions to encourage take up

#### **Outside view of our club**

- Bit small but nice courts
- A progressive and innovative, if small, friendly club
- Respected but not always known about
- Good reputation when people have heard about it
- A friendly club with good value coaching programme
- Small but active
- When visited, much admired
- Small club that people don't think of first
- A bit unknown
- Small, generally lower standard of play

#### **Additional comments**

- Focus on improving club sessions
- Get more players
- More mixed tournaments
- Mixed coaching
- Encourage new members
- Better communications
- Encourage more volunteer support
- Tennis ladder
- Enable access to courts from 6pm for adult members
- Review the coaching programme and balance between juniors and members
- Coaches to adopt more pro-active approach towards members (i.e. organising regular American tournaments etc)
- Revive the veteran's tournament

- Adopt stricter controls on tokens and bar sales
- Provide a cold drinks machine (including beer) so bar can remain locked

## **New Mission Statement**

“Woodfield Grove Tennis Club is a private members’ club serving the local community, which has for its objects the provision of tennis, social and other facilities for its members alongside a Pay-&-Play scheme to enable play access by the general public.

The club is committed to providing an inclusive and accessible environment for people of all ages, ethnic origins, backgrounds and abilities to enjoy the sport within a safe and welcoming arena.

By supporting the highest standards of child protection, equality and diversity through its code of practice and health and safety procedures Woodfield Grove Tennis Club operates in accordance with LTA and Surrey LTA requirements ”

## **Aims and Objectives**

Our stated aims are:

1. To maintain a viable and vibrant tennis club for the enjoyment and use of the local community
2. To provide a safe and welcoming environment for the playing of tennis
3. To offer both recreational and competitive play for members of all ages
4. To reach out to other local tennis clubs with a view to fostering good will and developing ties that will benefit the tennis community
5. To play an active and fulfilling role within the local community of Lambeth and surrounding areas

Our objectives are:

1. To maintain the facilities of the club
2. To offer integrated social tennis at set times
3. To provide a comprehensive coaching programme
4. To offer a programme of events and activities
5. To encourage competition
6. To field teams in the local leagues and competitions
7. To promote tennis to the local community

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## How are we going to get there?

Having identified the aims and objectives, an action plan to implement these has been determined to attain these:

### Short Term Plans

1. Re-introduce Club Sessions to encourage social tennis by:
  - Hosting “Induction-to-the-Pegboard” sessions to measure acceptance of this system [and/or appoint a coach to oversee Club Sessions]  
*– In Hand, from December 10*
  - Implementing reminder text and email invitations to attend Club Sessions  
*– In Hand, from December 10*
  - Offering food and beverage at selected Club Sessions (e.g. BBQ on Wednesday evenings and tea on a Saturday afternoon)  
*– In Hand, January 11*
2. Introduce an online court booking system to enable members to know when courts are available and at what times they are booked by the coaches  
*– In Hand, November 10*
3. Recommend to the Management Committee a review of the current coaching programme with the view to establish an acceptable balance between the needs of the adult membership for weekday evening play and the junior coaching programme
4. Engage those members who have offered their time and skills to help develop specific ideas and projects for the future benefit of the club (See Appendix VIII)  
*– In Hand, from November 10*
5. Develop a strategy to develop and hold current the website so that this is of value to members and acts as an effective promotional tool  
*– In Hand, from November 10*
6. Develop a marketing plan to promote the club to the wider community so new membership take-up is encouraged  
*– In Hand, January 11*
7. Design a new club logo and offer three options for a vote by the membership  
*– In Hand, January 11*
8. Consider the sourcing of club merchandise to promote the new club logo and help raise finance for the club
9. Recommend a review of all club pricing, including subscriptions, bar and floodlight costs, to ensure sufficient contribution is made to the sinking fund.  
*– In Hand, from October 10 (See Appendix XI for Hot Drinks Prices)*

10. Substantially increase subscriptions at all levels (or Introduce a levy on subscriptions to be added to the Sinking Fund)
11. Develop a management strategy involving the Head Pro and assistant coaches in the daily operation of the club
12. Revise the Rules of the Club to comply with the proposed changes, if any, for approval by the Committee and adoption by the membership at the March 2011 AGM

### **Medium Term Plans**

1. Focus on raising further funds for the Sinking Fund
2. Replace the stacking chairs upstairs
3. Replace the bar door with a stable door that can be used as a serving hatch.
4. Investigate the feasibility of introducing a cold drinks vending machine onto the terrace of the club
5. Investigate the feasibility of renewing the netting between courts 1-3 and court 4 to incorporate a practice fence on court 4 and a gate providing access onto court 3  

*- In Hand, December 10*
6. Re-laying of the surface on courts 1-3
7. Investigate the feasibility of erecting a temporary structure to cover courts 1-3 over the winter months
8. Introduce special activities, such as:
  - Celebrity Pro/Am
  - Teaching clinic
  - Charity fund-raiser
  - Exhibition match
  - Open tournament
  - Junior tournament
  - Tennis Art/Photo Exhibition sale
  - veteran's tournament
9. Re-design the bar

### **Long Term Plans**

1. Employ a part-time manager to run the club on a professional basis
2. Re-visit the Business Plan in 2014

### **Responsibilities**

While it is the responsibility of the Management Committee to oversee the operation of the club, it is the coaching team that has the hands-on, day-to-day opportunity to implement and follow through on requirements.

It is therefore proposed that consideration be given to develop a management strategy involving the Head Pro and assistant coaches in the daily operation of the club.

This involves defining activities and authorizing individuals to undertake specific tasks, reporting ultimately to the Committee. *(See Management 'Organogram' – Appendix IX)*

It should be the long-term goal of the club to employ a professional Manager, possibly a retired person on a part-time basis, to run the operation, particularly the bar.

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## How do we ensure we stay on track?

Once the 5-Year Plan is approved in principle, it is vital to follow through on its implementation.

### Keeping Momentum

The Committee will need to appoint sub groups to undertake specific tasks in order to deliver on aspirations and retain momentum.

Inviting as many interested volunteers as possible to actively participate in this delivery is key to future success.

Tasks include:

- **Marketing and Promotion** (new) – to build the club's image within the local community and to encourage new members to join
- **Communications** (new) – to ensure members are kept informed on activities via printed newsletter, email, text and the website
- **Club Play and Competitions** (new) – to encourage play between members, including:
  - Club Sessions
  - Team Practice
  - Team play in Surrey competitions
  - Millennium Cup
  - American Tournaments
  - Mixed play
  - Box Leagues
  - Tennis ladder
  - Club Tournament (including Veteran singles and doubles)
- **Special Events** (new) – to engage members in new initiatives:
  - Celebrity Pro/Am

- Teaching Clinics
- Charity fund-raisers
- Exhibition matches
- Open Tournament involving neighbouring clubs
- Junior Tournament
- Other: Tennis Art/Photo Exhibition sales etc
- **Social** (new) – to oversee the delivery of parties and other events on a regular and organized basis, including teas or barbecues at Club Sessions
- **Food & Beverage** (new) – to oversee ordering and sales of bar products plus the hot drinks and cold drinks vending machines
- **Special Projects** (new) – to oversee such activities as:
  - Fencing between courts 1-3 and court 4 (to include a gate and practice fence)
  - Court re-surfacing
  - Floodlight upgrades
  - Covered court structures
- **Club Mark** (new) – to bring the club into compliance with the LTA's and Government's benchmark plan so that we have access to finance in the future
- **Technical** (existing) – to undertake general maintenance and garden requirements, including decorating and ordering of equipment and balls
- **Health & Safety** (existing) – to monitor compliance in all areas
- **Finance** (existing) – to ensure sufficient income is made to increase the sinking fund on a yearly basis
- **Rules** (existing) – to draft any changes to the club rules for the AGM

Consideration also needs to be given to the fulfilment of duties by the Officers of the club and the volunteers prepared to take on these revised responsibilities.

It cannot continue that a few individuals do all of the work as this is both unfair and unhealthy for the long-term future of the club.

Members must be encouraged to participate, even if only in a small ad hoc way.

*See Appendix VIII – New Management Structure ('Organogram')*

## Review Procedures

It is recommended that the Management Committee appoints suitable people to review the following principal activities of the club:

- The Coaching programme with the Head Pro

- Procedures for visitors to the club
- Club Tennis with a group of members likely to participate, such as David Snook, Abi Brown, Hannah Landman, Nigel Lloyd and Roberto Savoia
- Pricing – floodlights, bar tariffs, Flavia tariffs etc
- Procurement procedures and budgets

## **Committee Appraisal**

The Management Committee meets quarterly and must monitor and review progress by way of reports from the various sub groups appointed to oversee specific tasks.

It therefore makes practical sense for a Committee member to be appointed as Chair of each respective group for reporting procedures.

## **AGM Reporting**

The Committee prepares proposals for adoption by the AGM and in 2011 it is recommended that this should include:

- A short overview report on the Business Plan conclusions and recommendations (with the full report available to any member who requests sight of it as well as it being posted on the website)
- Proposals to amend the Rules to reflect how visitors to the club should behave in order to comply with insurance requirements and health & safety considerations
- A comprehensive financial plan for 2011-2015, subject to annual review and approval, for the improvement of the club
- An appeal for more member participation

## **Key Objectives**

We need to demonstrate to members that key issues are being addressed in a positive and creative way to ensure a better managed and more enjoyable club for the future.

This entails change and engagement by all.

We must work together to improve things, including:

- Encouraging participation
- Offering play at all membership levels
- Supporting a Coaching Programme tailored to the club's needs
- Educating visitors into contributing to the cost of maintaining and looking after the club
- Providing a better transition for juniors into senior club session play
- Offering more social and special events
- Offering user-friendly tools to improve communications

In meeting our key objectives, it is hoped members will be better engaged in the life and activities of the club.

## Measuring Performance

In the past, success has been measured by member numbers and 2002 proved to be a golden year when some 81 players were members of the club.

The critical indicator is the number of full members who join to play. It is these who provide the primary finance for the club as well as the control.

A target of between 80-100 adult members, by way of Full Member, Seasonal or Family categories, over the next year or so will provide the financial stability that the club requires.

Other measures of success will lie in a programme of varied activities to engage all members at some time or another.

Financial success will be measured in a growing Sinking Fund to pay for future improvements.

## Closing SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Modern facilities</li> <li>• Experienced and skilled members</li> <li>• Good coaching programme and staff</li> <li>• Friendly and young membership</li> <li>• Availability of courts</li> <li>• Licensed bar</li> <li>• Good environment for young professionals and families</li> <li>• Relatively cheap to belong</li> <li>• Competitive opportunities</li> <li>• Planning for the future</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient number of adult members</li> <li>• Limited number of courts</li> <li>• Lack of organised club sessions/opportunities to play</li> <li>• Quiet environment lacks atmosphere</li> <li>• Funding</li> <li>• Financial planning</li> <li>• Sinking fund</li> <li>• Lack of current marketing strategy</li> <li>• Little input from members into administration and operation</li> <li>• Not easy to find</li> <li>• Not known in the area</li> <li>• Local awareness/perception</li> <li>• Other local clubs</li> <li>• Emotional barrier to entry</li> <li>• Too quiet</li> <li>• Location</li> <li>• No USP</li> <li>• Current business model</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• New thinking</li> <li>• Business plan</li> <li>• New volunteers bringing fresh thinking</li> <li>• New revenue generating activities</li> <li>• Stealing from other clubs</li> <li>• Tie-up with other tennis organisations</li> <li>• Better competitive events</li> <li>• New marketing approach</li> <li>• Increasing membership</li> <li>• Gentrification of area</li> <li>• Funding</li> <li>• Facilities development</li> <li>• Maximising strengths from within membership</li> <li>• Good team dealing with future</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of momentum</li> <li>• Apathy</li> <li>• Lack of support for cultural change</li> <li>• Membership demographics</li> <li>• Financial problems</li> <li>• Loss of 'managers'</li> <li>• Competition from other sports/activities</li> <li>• Shrinking addressable audience</li> <li>• Other local clubs</li> <li>• Lack of proper planning</li> <li>• Increased running costs</li> <li>• Deterioration of facilities</li> <li>• Poor management structure</li> <li>• Declining interest in tennis</li> <li>• People standing down from current duties</li> <li>• Financial/economic crisis</li> </ul>

# Appendix I - History

## A HISTORY OF WOODFIELD GROVE TENNIS CLUB

Woodfield Grove Tennis Club has been an integral part of the local scene in Streatham, South London, since 1924 when it was first founded by the builders of the surrounding houses.

Completely rebuilt in 1998-99 as a result of a Sport England National Lottery grant, Woodfield Grove Tennis Club has 3 cushioned acrylic tennis courts plus a further macadam court, all of which are floodlit so play is possible throughout the year up until 10 pm at night.

Refurbished in the spring of 2008, the modern two-storey clubhouse offers a licensed lounge bar and has a kitchen with a hot drinks vending machine and wireless broadband available to members throughout the day.

Primarily a tennis club with strong community links and a lively social section, there is also a quiet room upstairs that is used for Bridge and Chess, while there are separate changing and shower facilities for men and women with easy access for the disabled, including a lift for getting upstairs.

Woodfield Grove Tennis Club's golden era was in the 1970s when it fielded several teams in county competitions and played some 31 friendly matches throughout the year with local clubs.

In 1974 the men's team won the Surrey Winter Knock-Out Championships.

That same year the club reached the semi-final stage of the 'BM Club-of-the-Year', a national competition focusing on the running and administration of tennis clubs, participation of members and encouragement of youth.

In 1975 the club's current Chairman, Peter Risdon, together with fellow-member Gordon Blair, reached the finals of the Greater London Parks Doubles Championships. The pair also reached the finals for the Surrey Doubles twice.

Producing a particularly good clutch of juniors, the club was represented at Surrey junior county level by Gordon Blair and Arthur Ankrah for several years. Ankrah went on to win the Surrey Open, plays for county senior team and became an LTA registered coach.

A number of Teaching Clinics have been held at the club over the years including ones staged by Wimbledon Champions, the late Lew Hoad and Maria Esther Bueno. The legendary Brazilian star is an Honorary Life Member of the club.

Originally the clubhouse was built to serve the needs of a small local communal membership. It had gas lighting and heating which was replaced by electricity in 1963.

The land was rented on three-year leases which did not encourage long term investment so, in 1956, the club negotiated a 21 year lease with the landlord at £100 a year plus half that amount paid into a joint account for improvements.

1967 was the turning point year when Woodfield Grove Tennis Club bought the freehold of the property from the widow of the original landlord at a price of £2,250 (£21,000 today). Because of the club's record of coaching beginners and juniors, a grant of £900 was obtained from the Minis" of Education and a low interest (3%) loan of £800 from the lawn Tennis Association. The balance of £550 was found from interest-free debentures from some members and loans paying 5% interest from others. The LTA loan was paid off in full by 1975.

The original grass courts were switched to hard courts in 1925 when 3 En-Tout-Cas (Grey Gra or grey granite chip) and 1 Asphalt were laid, one of the early clubs to do so.

Courts 1-3 were re-laid with Grey-Gra for its durability in 1961 but dressed with red En-Tout-Cas dressing to improve appearance at a cost of £938. The work was funded by a National Playing Fields Association grant of £130, £168 from the joint account with the landlord, £113 in donations from members, £312 from members' loans and the £215 balance from club funds.

The three En-Tout-Cas courts were resurfaced in 1975 at a cost of £699 and a watering system installed with new fencing to support the pipes in 1978/179 at a cost of £2,730 enabling the courts to be watered by 650 gallons in 25 minutes. This was badly needed as the courts became very dusty in dry weather.

A new drainage pump and chamber to reduce flooding were purchased in 1980 at a cost of £900 whilst the asphalt court was resurfaced for £2,658, largely financed by a loan of £1,000 from a member and an overdraft of £858 from the bank repaid over the next two years.

In 1987 works included a new patio built for £1,130, new posts and sockets at £759 and a replacement drainage pump costing £755. The following year, court 4 was resurfaced at a cost of £6,324, financed by donations from members of £2,078 and an LTA loan of £4,000 repayable over 5 years.

Further works included a new front gate to the property and repairs to the clubhouse in 1991 amounting to £3,856 and remedial works to courts 1-3 costing £4,834 financed from the club's reserves.

In 1993 the club was used for location work in filming an episode of the ITV series 'The Bill'.

The arrival of the National Sports Lottery in 1995 prompted three years of planning and negotiation resulting in the club landing a £283,802 grant to refurbish its currently dilapidated facilities.

The London Borough of Lambeth fell into the Lottery Sports Fund Priority Areas Initiative Scheme covering the 100 most deprived local authority districts, which allowed for larger than normal grants to be awarded to suitable schemes meeting strict criteria.

The grant to Woodfield Grove was the first awarded to tennis in Lambeth and represented 82% of the total refurbishment project's cost of £342,802 to provide for a new clubhouse as well as new cushioned acrylic courts with floodlighting and new fencing.

The club raised the balance of the funds required through loans from the membership, the Lawn Tennis Association and Young & Co.'s Brewery PLC.

Woodfield Grove continues to be one of the traditional tennis clubs in Streatham that also serves the adjacent areas of Balham and Tooting, both located in Wandsworth (PAI District 'A') as well as nearby Clapham, Lewisham (PAI District 'A') and Croydon (PAI Ward 'B').

The existing tiny single-storey clubhouse dating back to 1924 was demolished in October 1998 following a quite unique 'Demolition Party' and replaced with a new timber framed building of two floors offering greatly improved facilities including wheelchair access for the disabled.

The three existing shale courts were converted to a 'Synpave Spring' impervious acrylic surface that is playable even when wet and the remaining hard court repainted.

State-of-the-art floodlights that virtually eliminate light pollution to the surrounding neighbourhood gardens was installed for night play.

The Lottery application has been co-ordinated by Barbara Wancke on behalf of the club's Refurbishment Project Committee that included a team of highly skilled volunteer professionals.

As a result of the refurbishment project, closer links with local schools and the Lambeth Youth Tennis Programme were developed and the club's junior programme expanded, while floodlight tennis became a welcome added feature to this already active and competitive club.

While the club was demolished and rebuilt over a one year period in 1998-1999, members were welcomed into club sessions at Telford Park and Wigmore to keep up their tennis skills.

The club was officially re-opened on 2 October 1999 by the Mayor of Lambeth, assisted by visiting Celebrity Pros Maria Esther Bueno, Peter Fleming and Mark Petchey, who cut the ribbon and helped to make the day most memorable.

It attracted a bumper crowd who enjoyed watching the exhibition match and coaching clinics alongside live music by The Hot Rhythm Trio and, of course, plenty of food and drink.

The passing of the old Millennium heralded in the new era for Woodfield Grove and membership rose as a result of the state-of-the-art club facilities.

New rules and administrative systems were put into place to meet the needs of the new club and the expanding membership and the 100 Club was introduced to help raise funds to repay loans.

The club's 75th anniversary was celebrated in style in May, and featured a kids clinic with Honorary Member Maria Esther Bueno, a social round robin tournament for adults and a 1920s Flappers Ball.

2001 saw the launch of the Millennium Cup, a year delayed because Wigmore, one of the inaugural participant clubs, was having refurbishment works done.

This introduced a new, friendly competition to encourage new match players and foster goodwill among the Streatham tennis community.

Social events included a Quiz Night, Horse Racing Night, and a Halloween Party as well as the traditional finals day and the Christmas Party.

Health & Safety and Child Protection protocols were adopted and implemented in accordance with LTA requirements.

The following year, an application for funding via Club Vision enabled the club to appoint Derek Hanby as head pro in December.

The Millennium Cup, the brainchild of Barbara Wancke, was deemed a great success and an independent organising committee comprised of representatives from all the participant clubs agreed to continue it.

The first mixed team made up of Arthur Ankrah, Paul Johnson, Michele Roberts and Barbara Wancke, was promoted to premier division D in the 2002 Surrey league, where the two 'streams (east and west) come together. The team, in fact, had won their division every year since 1997.

It heralded a second golden age for Woodfield Grove as three of the five teams won their respective divisions outright while the other two finished as runners-up.

In 2003, the coaching programme expanded and the men's first team and mixed first team continued to enjoy success.

Woodfield Grove reached the final of the Streatham Cup for the second time, narrowly losing to Wilton.

Social events included the Chairman's Party (with Karaoke), Fancy Dress and a Latin American Evening, while a coffee morning and table top sale helped to raised funds in May and Wednesday evening club sessions included a barbecue each week to encourage participation.

The following year Karin Grabcova took over as Head Pro from Derek Hanby and introduced her own style to the coaching programme, which steadily expanded over the years.

It was busy on the social front too, with a variety of theme evenings, including 'Cocktail Casino Capers' and '1964 And All That Jazz' marking Maria Esther Bueno's famous win at Wimbledon in 1964. The occasion served as a nifty decoy for celebrating the Chairman, Peter Risdon's first singles win at Woodfield Grove and recognising his extraordinary life of service to the club.

Some 65 people signed up for the Christmas Party but 20% didn't show, prompting the introduction of a new mode of operation for social gatherings - pull out after the sign-up deadline and you pay up! This was to cover the cost of food purchased to cater for the expected numbers and no shows result in unnecessary wastage.

The Popular Music Quiz made a welcome return in April with a bring-your-own picnic and a sell-out crowd.

The first mixed team, promoted to Division C in 2005, struggled to maintain its form at this level and dropped back down to Division D in the Surrey League.

At the AGM in 2006, free balls for club sessions were discontinued in an effort to keep subscriptions competitive with other local clubs and a rule adopted to restrict smoking to the outside patio area only.

The club was one of the first to sign up for a website via the LTA's service. TotalTennis.net.

The loans that enabled the re-building of the club were paid off in full, while Karin Grabcova, the Head Pro, won her first singles title.

2006 also marked Paul Johnson's 10th year in the finals of the club tournament, during which period he had won the singles on six occasions, winning 22 titles in 30 events entered, a truly exceptional record and demonstrating a level of consistency rarely seen.

The next year presented a miserable summer which did little to dampen the competition in the tournament or prevent the start of the refurbishment works.

After eight years of use, the club was starting to need some TLC so the refurbishment programme began with decorating upstairs, repairing the balcony and cleaning the courts, while plans were laid for upgrading the lounge area.

A new shed was built to store stock for the bar and free up the blockhouse for use by the coaches.

A hot drinks vending machine was trialled in December and purchased in January to provide a 24 hour service to members and a valuable source of revenue to the club.

Wireless broadband was introduced to the club in 2008, alongside a new dedicated website with club's own domain name – woodfieldgrovetennis.net.

A new look lounge area was approved and new furniture purchased to provide a more relaxed and comfortable social room, while the upstairs room was converted into a quiet room suitable for the playing of cards and chess.

Over the winter of 2008/9, the mixed winter handicap tournament was re-introduced to foster a more level playing field between members and can make for some interesting matches under a simple format. The event was so successful; it was repeated over subsequent winter seasons.

Woodfield Grove has always demonstrated leadership and commitment to improvement over the past decades and the notion behind its business plan review in 2010 is to lay the way forward to a healthy and productive future.



# WOODFIELD GROVE TENNIS CLUB

## INCOME AND EXPENDITURE ACCOUNT For the year ended 31 December 2009

	<u>2009 (£)</u>	<u>2008 (£)</u>
<b><u>INCOME</u></b>		
Sports Lottery Grant	8,706	8,706
Members Donations	864	864
Subscriptions, including LTA Contributions	17,022	15,923
Visitors' Fees	128	202
Bank Interest	10	95
Bar Account <sup>(Note 6)</sup>	2,607	3,571
Catering and Social Events	555	857
Bridge Drives	444	620
Sundry Income <sup>(Note 7)</sup>	2,568	2,055
100 Club	500	620
Coaching Fees	795	723
Tea & Coffee	206	264
	<u>34,405</u>	<u>34,500</u>
 <b><u>EXPENDITURE</u></b>		
Wages	3,210	3,060
Rates	1,041	992
Utilities	2,433	2,430
Insurance	1,671	1,637
Purchase of Balls	381	208
Telephone	469	554
Repairs and Renewals <sup>(Note 8)</sup>	3,833	7,746
Members Contributions to the LTA	877	734
Postage, Printing and Stationery	279	618
Coaching fee	3,000	3,000
Sundry Expenses <sup>(Note 9)</sup>	3,598	5,158
Depreciation <sup>(Note 2)</sup>	10,761	10,761
	<u>31,553</u>	<u>36,897</u>
Surplus / (Deficit) for the Year	<u>2,852</u>	<u>(2,397)</u>

# WOODFIELD GROVE TENNIS CLUB

## CASHFLOW STATEMENT

For the year ended 31 December 2009

	<u>2009 (£)</u>	<u>2008 (£)</u>
Income statement surplus / (deficit)	2,852	(2,397)
<i>Adjustments for:</i>		
Depreciation	10,761	10,761
Bank Interest	(10)	(95)
Bar Stock	(82)	(68)
Tea & Coffee Stock	(50)	(200)
Ball Stock	(200)	-
Sundry Debtors	(191)	(37)
Sundry Creditors	(10,506)	(9,367)
Net cash generated from operations	<u>2,574</u>	<u>(1,404)</u>
Bank interest received	10	95
Net increase / (decrease) in cash for the period	<u>2,584</u>	<u>(1,309)</u>
Cash at the beginning of the year	7,790	9,099
Cash at the end of the year	<u><u>10,374</u></u>	<u><u>7,790</u></u>

**NOTES TO THE ACCOUNTS**

**NOTE**

**1** **ACCOUNTING POLICIES**

a) Assets are depreciated over their useful economic lives on a straight line basis. Useful economic lives have been estimated as follows:

Clubhouse	50 years
Courts	20 years
Floodlights	20 years

b) The Sports Lottery grant and Members' donations are being recognised in the income statement in a manner that offsets the depreciation charge of the assets which were acquired with these funds.

**2** **FIXED ASSETS**

Cost	Land (£)	Clubhouse (£)	Courts & Floodlights (£)	Total (£)
At 01 January 2009	1,459	219,365	127,467	348,291
Additions	-	-	-	-
Disposals	-	-	-	-
<b>At 31 December 2009</b>	<b>1,459</b>	<b>219,365</b>	<b>127,467</b>	<b>348,291</b>
Accumulated Depreciation				
At 01 January 2009	-	39,486	57,360	96,846
Depreciation charge	-	4,387	6,373	10,761
Disposals	-	-	-	-
<b>At 31 December 2009</b>	<b>-</b>	<b>43,873</b>	<b>63,734</b>	<b>107,607</b>
Net Book Value				
At 01 January 2009	1,459	179,879	70,107	251,445
<b>At 31 December 2009</b>	<b>1,459</b>	<b>175,492</b>	<b>63,734</b>	<b>240,685</b>

**3** **SUNDRY DEBTORS AND PAYMENTS IN ADVANCE**

	2009 (£)	2008 (£)
Insurance	1,627	1,677
Rates, electric and TV licence	241	-
	<b>1,868</b>	<b>1,677</b>

**4** **SUNDRY CREDITORS FALLING DUE WITHIN ONE YEAR**

Millennium Cup	169	97
Electricity	-	800
Bar Purchases	-	207
Members Donations	864	864
Lottery Sports Fund	8,706	8,706
	<b>9,740</b>	<b>10,675</b>

**5** **SUNDRY CREDITORS FALLING DUE AFTER ONE YEAR**

Members' Loans re Purchase of Freehold	200	200
Members Donations	18,965	19,829
Lottery Sports Fund	191,080	199,787
	<b>210,245</b>	<b>219,816</b>

**6** **BAR ACCOUNT**

Sales	6,333	8,323
Less: Opening Stock	(1,027)	(959)
Less: Purchases	(3,808)	(4,820)
	1,498	2,544
Add: Closing Stock	1,109	1,027
	<b>2,607</b>	<b>3,571</b>
Gross Margin:	41.2%	42.9%

**7** **SUNDRY INCOME**

Hire of Clubhouse: e.g Bridge & Chess	844	665
Floodlight Hire	1,380	1,323
Netting	-	-
Other	345	67
	<b>2,568</b>	<b>2,055</b>

**8** **REPAIRS AND RENEWALS**

Furniture	-	2,791
Blinds	-	697
Floodlight repairs	810	731
Electrics/plumbing	-	764
Carpet / upholstery	100	827
Decorating	-	880
Court maintenance	1,679	-
Balcony & shed repairs	850	-
Garden maintenance	217	-
Sundry	177	1,056
	<b>3,833</b>	<b>7,746</b>

**9** **SUNDRY EXPENSES**

Coffee Machine	-	1,234
Maintenance Contracts	1,209	1,169
TV	699	686
Household	238	282
Waste Disposal	483	411
Website	86	282
Swipe cards	-	-
Misc.	883	1,094
	<b>3,598</b>	<b>5,158</b>



## WOODFIELD GROVE TENNIS CLUB

### INCOME AND EXPENDITURE ACCOUNT For the year ended 31 December 2008

	<u>2008 (£)</u>	<u>2007 (£)</u> Restated
<b><u>INCOME</u></b>		
Sports Lottery Grant	8,706	8,706
Members Donations	864	864
Subscriptions, including LTA Contributions	15,923	15,885
Visitors' Fees	202	220
Bank Interest	95	207
Bar Account <sup>(Note 6)</sup>	3,571	3,529
Catering and Social Events	857	496
Bridge Drives	620	827
Sundry Income <sup>(Note 7)</sup>	2,055	2,535
100 Club	620	475
Coaching Fees	723	-
Tea & Coffee	264	-
	<u>34,500</u>	<u>33,744</u>
 <b><u>EXPENDITURE</u></b>		
Wages	3,060	2,592
Rates	992	956
Water Rates	198	132
Electricity	2,232	1,644
Insurance	1,637	1,814
Purchase of Balls	208	173
Telephone	554	198
Repairs and Renewals <sup>(Note 8)</sup>	7,746	16,838
Members Contributions to the LTA	734	576
Postage, Printing and Stationery	618	378
Coaching fee	3,000	4,000
Sundry Expenses <sup>(Note 9)</sup>	5,158	3,977
Depreciation <sup>(Note 2)</sup>	10,761	10,761
	<u>36,897</u>	<u>44,038</u>
Surplus / (Deficit) for the Year	<u>(2,397)</u>	<u>(10,294)</u>

## WOODFIELD GROVE TENNIS CLUB

### CASHFLOW STATEMENT For the year ended 31 December 2008

	<u>2008 (£)</u>	<u>2007 (£)</u> Restated
Income statement surplus / (deficit)	(2,397)	(10,294)
<i>Adjustments for:</i>		
Depreciation	Note 2 10,761	10,761
Bar Stock	(68)	(179)
Tea & Coffee Stock	(200)	00
Sundry Debtors	(37)	177
Sundry Creditors	(9,367)	(9,472)
Net increase / (decrease) in cash for the year	<u>(1,309)</u>	<u>(9,008)</u>
Cash at the beginning of the year	9,099	18,107
Cash at the end of the year	<u><u>7,790</u></u>	<u><u>9,099</u></u>

**WOODFIELD GROVE TENNIS CLUB**

NOTES TO THE ACCOUNTS

**NOTE**

**1** ACCOUNTING POLICIES

a) Assets are depreciated over their useful economic lives on a straight line basis. Useful economic lives have been estimated as follows:

Clubhouse	50 years
Courts	20 years
Floodlights	20 years

b) The Sports Lottery grant and Members' donations are being recognised in the income statement in a manner that offsets the depreciation charge of the assets which were acquired with these funds.

**2** FIXED ASSETS

Cost	Land (£)	Clubhouse (£)	Courts & Floodlights (£)	Total (£)
At 01 January 2008	1,458	218,365	127,467	348,291
Additions	-	-	-	-
Disposals	-	-	-	-
<b>At 31 December 2008</b>	<b>1,458</b>	<b>218,365</b>	<b>127,467</b>	<b>348,291</b>
Accumulated Depreciation				
At 01 January 2008	-	35,098	50,987	86,085
Depreciation charge	-	4,387	6,373	10,761
Disposals	-	-	-	-
<b>At 31 December 2008</b>	<b>-</b>	<b>39,486</b>	<b>57,360</b>	<b>96,846</b>
Net Book Value				
At 01 January 2008	1,458	184,267	76,480	262,205
<b>At 31 December 2008</b>	<b>1,458</b>	<b>178,879</b>	<b>70,107</b>	<b>251,445</b>

**3** SUNDRY DEBTORS AND PAYMENTS IN ADVANCE

	2008 (£)	2007 (£)
Insurance	1,677	1,639
	1,677	1,639

**4** SUNDRY CREDITORS FALLING DUE WITHIN ONE YEAR

Millennium Cup	97	167
Electricity	800	633
Bar Purchases	207	-
Members Donations	864	864
Lottery Sports Fund	8,706	8,706
Hundred Club	-	100
	10,675	10,471

**5** SUNDRY CREDITORS FALLING DUE AFTER ONE YEAR

Members' Loans re Purchase of Freehold	200	200
Members Donations	19,829	20,893
Lottery Sports Fund	188,787	208,483
	219,816	229,386

**6** BAR ACCOUNT

Sales	8,323	7,222
Less: Opening Stock	(959)	(779)
Less: Purchases	(4,820)	(3,873)
	(5,778)	(4,652)
Add: Closing Stock	1,027	959
	(4,752)	(3,893)
	3,571	3,529
Gross Margin:	42.9%	48.9%

**7** SUNDRY INCOME

Hire of Clubhouse: e.g Bridge & Chess	665	1,531
Floodlight Hire	1,323	721
Netting	-	200
Other	67	83
	2,055	2,535

**8** REPAIRS AND RENEWALS

Furniture	2,781	-
Blinds	697	-
Floodlight repairs	731	-
Electrics/plumbing	764	-
Carpet/ upholstery	827	432
Decorating	800	477
Court maintenance	-	13,066
Balcony & shed repairs	-	1,900
Sundry	1,056	963
	7,746	16,838

**9** SUNDRY EXPENSES

Coffee Machine	1,234	-
Maintenance Contracts	1,189	1,320
TV	686	663
Household	282	295
Waste Disposal	411	372
Website	282	-
Swipe cards	-	470
Misc:	1,094	857
	6,168	3,977

# Appendix IV - Rules

## WOODFIELD GROVE TENNIS CLUB RULES

### 1. NAME AND OBJECTS

The club, founded in 1924, shall be named "Woodfield Grove Tennis Club" and have for its objects the provision of tennis, social and other facilities for its members and a Pay-&-Play scheme for the general public.

### 2. CONSTITUTION

The club is constituted as a non-profit members club by these rules and the Declaration of Trust dated 18<sup>TH</sup> May 1967 (as rectified by the Deed of Rectification dated 23<sup>RD</sup> March 1970). In no circumstances during the continuance of the club, nor at any time after its dissolution, shall any assets or surplus funds be distributed to any member, or other person nor to any organisation which is not in itself either constituted as non-profit-making or a charity, other than as provided for under Rule 15.

### 3. AFFILIATION

The club is affiliated to the Lawn Tennis Association through the Surrey County Lawn Tennis Association and shall conform to the rules of both these organisations.

The club shall pay an annual subscription to the Lawn Tennis Association ("LTA") based on the playing membership of the club which subscription shall include the amount, if any, payable in respect of benefits or services provided by the LTA. The amount or scale of such subscription shall not be lower than a basic subscription decided annually in advance at the AGM of the LTA.

### 4. CLASSES OF MEMBER AND SUBSCRIPTIONS

The club shall consist of the following classes of member at the rates of subscription determined annually at either the Annual General Meeting or by the Management Committee: -

#### I MEMBERSHIP CLASSES

- a) Full Members those aged 18 and over whose original applications for membership have been accepted by the Membership Committee under Rule 9 (ii) and who have not resigned and are not in arrears with their subscriptions.
- b) Concessionary members as may be determined by the Management Committee from time to time, which may include: -
  - i. Student members for those players who are in full time education but over the age of 18;
  - ii. Under 18 members for those playing as juniors;
  - iii. Part-time or seasonal Members;
  - iv. Social Members i.e. those who are non-playing members and who by payment of the social subscription are entitled to the use of all the facilities of the club except the playing of tennis;
  - v. Honorary Members who are entitled to Social Membership without subscription and such other facilities as the Management Committee may extend to them.

#### II ENTRANCE FEE

A one-off entrance fee to be determined at the Annual General Meeting is payable by all members joining the club after 31<sup>ST</sup> April 2000. The fee shall also be payable by Members re-joining after a period of absences of more than twelve (12) months.

#### III SUBSCRIPTION TERMS

The subscription year runs from 1<sup>ST</sup> May to 30<sup>TH</sup> April inclusive for all annual classes of membership. For seasonal classes the summer subscription shall cover the period from 1<sup>ST</sup> May to 30<sup>TH</sup> September, and the winter subscription from 1<sup>ST</sup> October to 30<sup>TH</sup> April.

For a subscription paid before the due date a reduction will be allowed as shown in the current scale of subscription charges.

A member whose subscription is not paid by the due date will not be entitled to the privileges of membership until he or she has paid in full, and if not paid within one (1) calendar month of the due date he or she will cease to be a member (and any re-election will be subject to the normal procedure) unless the Management Committee determines otherwise.

The current scale of subscription charges together with a list of members in each class for each season shall be posted in the clubhouse.

#### **IV NEW MEMBERS**

Applicants seeking membership shall complete an appropriate application form, which shall be accompanied by a deposit of £25 (twenty-five pounds) and submitted to the Secretary of the club for consideration. Such deposit will be re-paid if election to membership does not take place.

The balance of the subscription due plus any applicable entrance fee of a new member shall be due within fourteen (14) days of notification of election to the club.

For a new member applying after 1<sup>ST</sup> August the Membership Committee may at their discretion recommend a proportionately reduced subscription for the part-year to the Management Committee.

#### **V REFUNDS**

The Management Committee may at their discretion make a proportionate refund to a member who becomes unable to use the club for a substantial part of the year on account of injury, illness or departure from the district.

#### **VI VISITORS, TEMPORARY AND HONORARY MEMBERS**

The Secretary and other members may introduce visitors to the club. Before a visitor plays, the member introducing him or her must make an appropriate entry in the visitor's book and pay the appropriate fee as posted on the notice board in the clubhouse.

Social members of the club may play at the same fee as a visitor but neither a visitor nor a non-playing member may play more than three (3) times a year except with the special permission of the Management Committee.

Members of the general public participating in the Pay-&Play scheme shall register as temporary members for the day in accordance with Rule 4 (VII) below.

Temporary members not permanently resident within twenty-five (25) miles of the club may be admitted at the discretion of the Secretary and one (1) other Management Committee member for a specified period at a proportional subscription.

Every member of a visiting match team shall be an honorary member for the day and every competitor in a tournament at the club (and in the case of a competitor under age 18, his or her parent or guardian) shall be an honorary member for the period of the tournament.

Honorary members including honorary life members shall be elected by the Management Committee at its discretion on a limited basis, normally in recognition of special services to the club.

#### **VII PUBLIC PAY-&-PLAY SCHEME**

Any member of the general public wishing to use the club facilities may do so outside peak times providing he or she registers on arrival, complies with the club rules and pays the appropriate charges as displayed in the clubhouse.

Non-members complying with the previous paragraph are regarded as temporary members of the club on a daily basis.

Temporary members may only play at peak times on a daily basis providing the courts are not previously booked by a member and the appropriate charges are paid in full and subject always to Rule 4 (VI) above.

#### **5. ELECTION OF MEMBERS**

Honorary membership (other than temporary in accordance with Rule 4 (VI) above), including honorary life membership, shall be strictly limited and at the discretion of the Management Committee.

For other classes of membership, a candidate shall submit an application form, which shall be considered, and decided by the Membership Committee, whose decision shall be a simple majority.

The Membership Committee may at their discretion limit a new member's participation in open Club Sessions until such time as in their opinion that member has attained the minimum standard of play required for such sessions.

The Management Committee shall have the power to limit the numbers of members in the respective classes if they consider this necessary.

#### **6. RESIGNATION AND TRANSFER BETWEEN CLASSES**

A member wishing to withdraw from membership or to transfer to a class at a lower rate of subscription shall notify the Secretary in writing in advance of the due date failing which he or she shall be liable for the full subscription.

#### **7. SUSPENSION, EXPULSION OR EXCLUSION**

The Management Committee shall have the power to terminate or suspend the membership of any member or to exclude any member or visitor whom it considers guilty of a breach of these Rules or of misconduct or offensive behaviour to any other member, visitor or employee, whether on the club's premises or elsewhere. In such a case any unexpired portion of the member's subscription shall be refunded.

Any expelled member is entitled, if he or she has the written support of five (5) other members, to appeal to the next General Meeting of the club for reinstatement.

In order for a reasonable playing standard to be maintained for the benefit of the majority of members participating in open Club Sessions, the Tournament and Selection Committee may recommend to the Management Committee the expulsion of any member whose standard of play falls to an inadequate level. The Management Committee has the power to enforce such exclusion by way of written notification to the member concerned with the proviso that the member is entitled to be re-assessed by the Membership Committee on a regular basis before the expiration of his or her subscription. Such member is also entitled to a proportionate subscription refund should he or she elect to resign from the club as a result of the exclusion.

#### **8. INJURY, LOSS OF PROPERTY ETC**

a) Members or visitors leaving rackets, clothing, valuables, money or other property at the club do so at their own risk and the club shall not be responsible for any loss or damage to any property however caused.

b) The club shall not be liable for any injury to any member or visitor save where the same results from the negligence of the club or its officers.

#### **9. MANAGEMENT**

Subject to the powers of the Trustees (see Rule 10) and to the limitations in Rules 11 and 12, the management of the club shall be vested in a Management Committee of full members in addition to the Officers, who shall be ex-officio members of the Committee and shall be a Chairman, Vice-Chairman, Honorary Secretary, Honorary Treasurer, Men's and Ladies' Captains and/or Match Secretary (but if more than one of these offices are held by a single person, no extra committee vacancy shall thereby be created). All shall be elected for the year at the Annual General Meeting except that the committee shall have power to fill any casual vacancy.

The committee shall meet at least four (4) times in every year when the quorum at each meeting shall be seven (7).

The Chairman of the club who shall have a second or casting vote shall be the Chairman of the Management Committee and the Secretary shall keep minutes of all meetings.

The committee may delegate any part of its duties to one or more sub-committees which may be composed of any members of the club but whose chairpersons must be members of the Management Committee.

The powers of the Management Committee shall include: -

i. The appointment of sub-committees including but not limited to the following: -

- Bar and Catering Committee
- Finance Committee
- Juniors and Coaching Committee
- Match Selection and Tournament Committee
- Membership Committee
- Technical and Ground Committee
- Promotions Committee
- Rules Committee

- ii. The playing-in of applicants for membership and the acceptance or rejection of applications by prospective members, as may be recommended by the Membership Committee from time to time in accordance with Rules 4 and 7.
- iii. The election of social and honorary members;
- iv. The management and expenditure of club funds subject to the limitations contained elsewhere in these rules. Large items of expenditure shall be subject to consideration by the Finance Committee and the prior approval of the Management Committee, and no major expenditure shall be incurred by the Committee without reference to the Trustees;
- v. The issue of regulations for the day-to-day operation of the club as may be recommended by the Rules Committee from time to time;
- vi. The fixing of all subscriptions other than the annual playing subscription, of visitors' fees, floodlight charges and of any adjustment to subscriptions in cases of unavoidable inability to play and the imposition of additions to subscriptions not paid by the due dates (see Rule 4);
- vii. The sole control of the licensed bar as recommended by the Bar and Catering Committee, the entire profits of which shall be paid into the funds of the club;
- viii. Action to deal with any matter not covered by these rules.

## **10. TRUSTEES**

The property of the club (other than cash which be under the control of the Treasurer and Finance Committee) shall be vested in the Trustees to be dealt with by them as the Management Committee shall from time to time direct by resolution (of which entry in the minute book shall be conclusive evidence). The Trustees shall be indemnified against expense out of the property of the club. There shall be no fewer than two (2) and not more than four (4) Trustees of the club and the Trustees shall be appointed by the Management Committee. The Trustees shall hold office until death or resignation or until removed from office by a resolution of the Committee who may for any reason which may seem sufficient to a majority of them present and voting at any meeting remove any Trustee or Trustees from the office of Trustee and may appoint any new Trustee after nomination by the Chairman.

## **11. ANNUAL GENERAL MEETING**

An Annual General Meeting (AGM) of the club shall be held in March. In convening the AGM the Management Committee shall give not less than twenty-one (21) days notice in writing to each full member entitled to vote. Fifteen (15) Members shall form a quorum. Only full members are entitled to vote.

The following business shall be conducted at the AGM: -

- i. Confirmation of the minutes of the previous AGM and, if applicable, any Extraordinary General Meeting as may have been held during the intervening period;
- ii. Examination of the audited accounts for the past financial year ending 31<sup>st</sup> December and balance sheet at 31<sup>st</sup> December which shall be prepared by the Treasurer in conjunction with the Finance Committee and audited by either a Member or non-member qualified to do so and duly appointed by the Management Committee;
- iii. Consideration of reports from the Treasurer, Auditor, Captains, Secretary and Chairman;
- iv. Appointment for the coming year of a Chairman, Vice-Chairman, Secretary, Treasurer, Men's Captain, Ladies' Captain, and/or the Match Secretary who shall be ex officio Members of the Committee and shall be the Honorary Officers of the Club, and up to five (5) further Members to serve on the Management Committee. The existing Officers and Committee shall resign at the AGM, but may offer themselves for re-election. A total of twelve (12) may serve on the Management Committee subject to Rule 9.

Proposals for Officers and Committee Members shall be made in writing on a list displayed in the clubhouse or by written nomination to the Secretary not less than fourteen (14) days before the AGM and closed twenty-four (24) hours before the AGM. The list shall show the names and proposed nominees with their proposers and seconders. Proposers must ensure that the nominee is willing to serve.

## **12. EXTRAORDINARY GENERAL MEETING**

An Extraordinary General Meeting (EGM) may be called at any time by the Management Committee provided twenty-one (21) days notice is given to all members entitled to vote. Fifteen (15) full Members form a quorum. The committee shall also call an EGM if fifteen (15) full members eligible to vote request one in writing to the Chairman or the Secretary. Only full members shall be entitled to vote.

## **GENERAL MEETINGS**

The following matters may be decided only at a General Meeting (AGM or EGM) of the club: -

- i. Alteration of these rules;
- ii. Alteration of the annual playing subscription and entrance fee for new members;
- iii. Authorisation of any items of major expenditure which in the opinion of either the Chairman, Vice-Chairman, Secretary, Treasurer or any of the Trustees of the club (see Rule 10) should be decided only at a General Meeting;
- iv. Authorisation of any items of expenditure or projects requiring the borrowing of money as may be recommended by the Management Committee. Upon such approval the Management Committee is empowered to proceed with the necessary arrangements in accordance with Rule 9 (iv).

Fourteen (14) days notice of any resolution proposed under Rule 13 (i) to (iii) must be given in writing by the Secretary to all full members entitled to vote. Any full member wishing to propose a resolution under this rule must give the Secretary at least twenty-one (21) days notice.

Counter proposals or amendments to any item included in the agenda may be proposed and seconded at the meeting without prior notice.

At any general meeting further business may be accepted at the discretion of the Chairman provided that it does not call for an alteration of Rules, the winding up of the club, the transfer of any of the club's assets, the borrowing of money, or any expenditure not within the immediate financial resources of the club.

Every full member shall be entitled to be present and to speak at any general meeting and to vote thereat. In the event of an equality of votes, the Chairman shall have a second or casting vote.

Voting at general meetings shall be in person and not by proxy.

## **14. RULES AND REGULATIONS**

A copy of these Rules and of the Regulations made by the Committee under Rule 9(V) shall be prominently displayed at all times on the notice board in the clubhouse and all members shall be deemed conversant therewith. The Rules shall not be altered except at a general meeting after due notice, and then only provided two-thirds (2/3) of those present and voting are in favour. The Regulations shall be made and periodically revised by the Management Committee.

## **15. DISSOLUTION OF THE CLUB**

The Club may be dissolved voluntarily only on the passing of a resolution at a general meeting after the giving of not less than twenty-eight (28) days notice, by at least three-fourths (3/4) of the full members entitled to vote. Such a meeting shall appoint a committee to wind up the affairs of the club ("The Winding Up Committee") and shall give general directions as to the disposal of any assets as set out below and within the scope of Rule 2.

In the event of the club's dissolution, the property of the club, after satisfying all debts and liabilities, shall be distributed in equal shares to:

- i. Members qualified to vote who have paid their full subscriptions for five (5) years immediately preceding the dissolution; and
- ii. Those persons then living, whether or not they are still members of the club, whose names are listed in the Third Schedule of the Declaration of Trust of the Club dated 18<sup>th</sup> May 1967 as rectified by the Deed of Rectification dated 23<sup>rd</sup> March 1970;

provided that any persons who qualify under both (i) and (ii) shall be entitled to two (2) equal shares and no more.

The property of the club shall include the land on which the club is situated, the clubhouse and all fixtures, fittings and chattels located anywhere on the land or in the clubhouse. No resolution for dissolution of the club shall be passed without the giving of not less than twenty-eight (28) days notice to Sport England and otherwise than in accordance with any legal obligation owed by the club to Sport England.

For the avoidance of doubt the Winding Up Committee shall have all the powers of the Management Committee to direct the Trustees as necessary and to do all acts and this includes sale of the property to ensure that all liabilities and debts of the club are first discharged before any surplus to the members.

## **16. NOTICE**

Any notice which is required to be served under these Rules on any member shall be deemed to be served on the second working day after posting if sent by pre-paid first class post to the address given by each member of the club

on his or her application form. It shall be the responsibility of the members to liaise with the Secretary and advise the Secretary of the member's address in the event of any change thereto.

**Rules adopted by the AGM on 27 March 2006**

## **PLAYING REGULATIONS**

The following Playing Regulations may be changed by the Management Committee under Rule 9 (v).

### **I GENERAL**

#### **1. COMMITTEE**

A list of Officers and Committee Members is posted on the notice board.

#### **2. SUBSCRIPTIONS**

A list of subscriptions for each class of membership and Visitor's and Temporary Member's fees is posted on the notice board.

#### **3. CLUB HOURS**

The Club will be open during the hours posted on the Notice Board in the Clubhouse.

#### **4. BAR**

The Bar may only be open during the Licensing Hours as posted in the Clubhouse. Entry behind the bar is restricted to members of the Bar and Catering Committee and the Management Committee except by express permission from a Committee Member.

#### **5. KITCHEN**

Members may use the kitchen providing they keep it tidy and pay for all consumables as posted on the price list.

#### **6. CANNED DRINKS**

No canned drinks may be taken on to court at any time as spillage corrodes the surface. Plastic containers and water bottles are permitted.

#### **7. SMOKING**

Smoking is forbidden throughout the Club except on the outdoor patio.

#### **8. CHANGING ROOMS**

Members are responsible for keeping the Changing Rooms and other public areas of the Club tidy.

#### **9. PETS**

Pets are not allowed on the Club premises without the approval of the Management Committee

### **II JUNIORS**

#### **1. JUNIOR MEMBERS**

Junior members are those girls and boys under the age of 16 accepted into the club in accordance with Rules 4 and 5.

#### **2. SUBSCRIPTIONS**

A list of current junior subscriptions is posted on the notice board in the clubhouse.

### **3. COACHING SESSIONS**

The club teaching professionals will arrange group coaching sessions, details of which are posted on the notice board. Individual coaching is available on request.

### **4. VISITORS**

Juniors may not bring visitors to the club except during coaching sessions. Parents and registered adult guardians may introduce visiting young people providing this is arranged with one of the teaching professionals in accordance with Rule 4 (vi).

### **5. DRESS**

All juniors must wear recognised tennis clothing (white or coloured) or T-shirts (plain white). Outer clothes should be a tennis sweater or smart tracksuit and may not include jeans, cut-offs or non-tennis garments.

Footwear must be predominantly white and of a type designated not to damage the surface of the court being played on. Soles must be non-marking, must not be black, and must not be ridged or studded.

A Committee Member has the right to request a player to vacate the court and change clothing and/or footwear. Breach of this rule may lead to suspension of membership at the Management Committee's discretion.

### **6. COURTS**

Junior members have priority on Court 4 (the separate hard court) and may play there at any time except when this is in use by a coach when they may use court 3 or on Sunday afternoons during Sunday Social Group sessions. If adults are playing on court 4 when required by juniors, they may finish the game (not the set) in progress and then must vacate the court.

If there are more than four (4) juniors wishing to play, they must take turns and sets must be short (i.e. 6-5 maximum).

### **7. TENNIS BALLS**

Balls may be taken only from the junior bucket located in the clubhouse. Only four (4) balls should be taken on each court. Juniors may not use the senior balls from the cabinet.

### **8. NETS**

To avoid loosening the posts, centre bands must be properly adjusted when winding up the net. At the end of the day's play, nets are to be slackened by the last players on the court.

### **9. ACCESS**

Junior members may only use the club under adult supervision.

### **10. PROMOTION TO THE SENIOR SECTION**

Promotion to the senior section of the club is based solely on ability, not age. Juniors who attain the standard of play required for senior Club Sessions will be invited to play in.

Play during Club Sessions shall be in accordance with the Pegboard regulations as detailed in Section III.

### **11. COURT ETIQUETTE AND CODE OF CONDUCT**

All juniors are expected to play in a correct and orderly manner and to be conversant with and comply to Appendix I, Court Etiquette and the Code of Conduct, which gives guidelines for courteous on-court behaviour.

No food or canned drinks may be taken onto court at any time although plastic water bottles are permitted.

## **III PEGBOARD**

Club Sessions are designated periods in which members of a sufficient standard are entitled to play together on Courts 1, 2 and 3 under the following Pegboard Regulations.

The general aim is to choose a balanced set irrespective of gender but this should not disadvantage people who have not yet played.

Please note that junior members have priority on Court 4 at all times (other than on Sunday afternoons during Pay-&-Play Groups) so this may only be used when the three others are in play and there are no juniors requiring it. Players must give way to any juniors appearing to use Court 4 by completing the game in progress, vacating the court and completing the set on the next available court.

## **1. TIMES OF USE**

The pegboard is used at all club times whenever sufficient members are present.

Club Session times are from 10.00 hours until 13.00 hours on Wednesday, Friday and Sunday mornings, from 14.30 hours until 17.30 hours on Saturday afternoons, and from 19.00 hours until 22.00 hours on Wednesday evenings.

## **2. WAITING LINE**

Players arriving or coming off courts put their pegs at the end of the line. Winners of a set take precedence, each pair tossing for individual precedence. Members must be changed and ready to play BEFORE putting their pegs on the waiting line.

## **3. MAKING UP SETS**

The player at the head of the waiting line chooses 3 of the next 5.

## **4. SET TAGS**

One tag is used for each of the three courts in play.

## **5. CEASING PLAY**

Anyone not wishing to play should remove his or her peg from the waiting line. Members must not remove their peg and later replace it on line to avoid playing with particular players or to form a clique.

## **IV PLAYING**

### **1. DRESS**

All players must wear recognised tennis clothing (white or coloured) or T-shirts (plain white). Outer clothes should be a tennis sweater or smart tracksuit and may not include jeans, cut-offs or non-tennis garments.

Footwear must be predominantly white and of a type designated not to damage the surface of the court being played on. Soles must be non-marking, must not be black, and must not be ridged or studded.

A committee member has the right to request a player to vacate the court and change clothing and/or footwear. Breach of this rule may lead to suspension of membership at the Management Committee's discretion.

### **2. BALLS**

Balls may be purchased from a Committee Member.

### **3. HOURS OF PLAY**

Subject to the opening hours of the club, there shall be no play on the courts before 08.30 hours or after 22.00 hours from Monday to Saturday inclusive or after 21.00 hours on Sundays in accordance with local regulations.

### **4. NET CARE**

To avoid loosening the posts, centre bands must be properly adjusted when winding up the net. At the end of the day's play, nets are to be slackened by the last players on the court.

### **5. END OF PLAY**

The last members on court are responsible for lowering the nets and returning all balls to the clubhouse.

### **6. OUTSIDE TOURNAMENTS**

Subject to prior permission of the Match Selection & Tournament Committee, Members may play individual outside tournament matches at the Club but must sign-in their opponents as visitors before play commences.

## **V COURT PRIORITIES**

PLEASE NOTE BELOW:

"PRIORITY" MEANS MEMBERS MUST VACATE A COURT WHEN REQUESTED TO DO SO BY THOSE HAVING PRIORITY ON THAT COURT;

"VACATE" MEANS MEMBERS MAY FINISH THE GAME (NOT THE SET) IN PROGRESS AND MUST THEN LEAVE THE COURT.

## 1. OPEN CLUB PLAY SESSIONS

Club Session afternoons and evenings have priority on Courts 1, 2 and 3 at the following times: -

Wednesdays	10.00 – 13.00 Hours; and 19.00 – 22.00 Hours
Fridays	10.00 – 13.00 Hours
Saturdays	14.30 – 17.30 Hours
Sundays	10.00 – 13.00 Hours

Members participating in Club Sessions shall do so under the regulations for the Pegboard.

## 2. JUNIORS

Juniors have priority on Court 4 at all times other than when coaching is taking place, in which case court 3 may be used, or on Sunday afternoons during Social Group Sessions. Other players should not use this court if other courts are available.

In summer, juniors also have priority on Courts 1 and 2 on Fridays from 16.00 – 18.00 Hours.

At other times juniors may play on any vacant court until this is required by a senior member.

## 3. COACHING

The club coaches have priority on Court 4 providing the required court time is booked in advance on the booking sheet.

## 4. SUNDAY SOCIAL TENNIS GROUPS

The Sunday Social Tennis Group has priority on all courts on Sundays at such times as are posted on the notice board by the Committee.

## 5. BOOKED COURTS

Members who have booked a court under the Court Booking System (See Court Bookings) have priority on that court for the duration of the booked session subject to Court Booking Rule 8.

## 6. CLUB TOURNAMENT

Special arrangements will apply during club tournaments, which will be posted on the club notice board.

## 7. ORGANISED INTER-CLUB MATCHES

Senior and Junior Inter-Club matches have absolute priority on Courts 1, 2 and 3 providing such have been booked in advance on the booking sheet.

## VI COURT BOOKINGS

1. Bookings are made on the booking sheet located in the clubhouse.
2. Applicable court charges and booking fees, if any, are posted on the notice board in the clubhouse.
3. The booking sheet is made available each Saturday morning, one week before the start of the period concerned.
4. Single sessions of one-and-a-half hours each (i.e. 90 Minutes) may be booked at any one time.
5. Each booking must state the names of all the players concerned.
6. A Member may not book to play in more than one (1) booked session on the same day.
7. Any court charges, including visitor's fees, must be paid in advance to the bar, a Committee Member or the Coach.
8. If a booked court is not occupied within 10 minutes of the scheduled starting time, it may be taken over by other Members unless it is a court that has been booked by a club coach.
9. The court floodlights are activated by a token, which may be purchased from the club bar.
10. A floodlight token covers 30 minutes when inserted into the meter located on the corner of the blockhouse.

11. No refunds are available for floodlight charges or booking fees lost through not being taken up or through bad weather.

## **RULES APPENDIX I**

### **COURT ETIQUETTE and CODE OF CONDUCT**

1. Players shall at all times, both on and off the court, conduct themselves in a manner that reflects favourably on the game and on their fellow players.
2. Always be courteous on court and respect those who are playing around you by not interrupting their play.
3. Only move to your court during an appropriate pause in play, such as when players are changing ends or are handing down the balls before the start of the next game.
4. Avoid walking onto adjacent courts during play to collect balls or to enter or leave the courts. Only do so at an appropriate pause in play.
5. Promptly pass back any stray balls from your court to the server on the next court or to the player who is looking for it.
6. Never roll balls across a court during a point, as this is distracting and can be dangerous.
7. Play must be continuous so do not waste time during a match.
8. Call the score after every point and the match score after every game to avoid misunderstandings.
9. Do not use audible obscenities or make obscene gestures on court.
10. Do not hit, kick or throw a racket, ball or other object in anger.
11. Players must not receive coaching during a match, including audible or visible advice, except from a partner in a doubles contest.
12. Avoid returning a first service fault.
13. Wait for the first ball to be cleared and the receiver is ready before playing a second serve.
14. Always ensure the server on your court has two balls to hand and pass balls down the court gently as they are watching.
15. Ensure all the balls are kept at the server's end of the court.
16. Be scrupulously fair in all close line decisions.
17. Players are responsible for calls on their side of the net and should not make decisions or volunteer opinions on calls on the other side of the net. If asked for an opinion, be as helpful as possible.
18. Where a player is dissatisfied with a call made by an opponent, simply ask once "Are you sure?" If the answer is yes, play must continue.
19. If there is any doubt over a call, the point must be replayed (i.e. First Service);
20. Where both players agree, a decision may be reversed.
21. If there is a need to leave the court, players should give the reason and make their apologies.
22. Remember that if you stop for coffee, others may use the empty court.
23. Never bend the Pegboard Rules. They are there to provide a fair basis for mixing up players so that everybody has a chance to play during open Club Sessions.
24. Be a true sportsperson and always give a good example to others.

**Adopted by Management Committee on 27 October, 1999**

## **RULES APPENDIX II**

### **EQUAL OPPORTUNITIES POLICY**

#### **1. POLICY AIMS**

- 1.1 Woodfield Grove Tennis Club recognises that individuals and groups of people have been and continue to be discriminated against on the basis of race, colour, ethnicity, sex, marital status, disability, caring responsibilities, medical status, sexual orientation, age and religious belief.
- 1.2 In aiming to achieve equality of opportunity WGTC have introduced positive measures to combat all forms of discrimination and inequality as a service provider and will ensure that all services will be offered with the aim of eliminating disadvantage and promoting equality of opportunity.

1.3 The purpose of this policy is to ensure that any persons associated with WGTC do not receive less favourable treatment than any others on the grounds set out in paragraph 1.1. or are disadvantaged by conditions or requirements which cannot be shown to be justified.

## **2. RESPONSIBILITY**

2.1 The Annual General Meeting has overall responsibility for ensuring the implementation of and compliance with this policy.

2.2 It is the responsibility of the WGTC Committee and supervising staff actively to promote equal opportunity and to eliminate discrimination and inequality. Management will ensure the full implementation of this policy.

2.3 Each member has a duty, both morally and legally, not to discriminate against individuals and/or groups.

2.4 Members will not tolerate discrimination, victimisation, bullying or harassment.

## **3. TERMS OF REFERENCE**

3.1 The Committee will be responsible for recommending policy amendments and for the implementation and monitoring of equality of opportunity.

## **4. DEFINITIONS**

### **4.1 Direct Discrimination**

This results from treating someone or a group of people less favourably than others in similar circumstances.

### **4.2 Indirect Discrimination**

This is where applying a requirement, procedure or condition which, although applied equally to people of all groups, means a considerable smaller proportion of a particular group can comply with it and it cannot be shown to be justifiable. For example, making unnecessary educational requirements in preference to experience.

### **4.3 Discrimination by Victimisation**

This occurs when an individual is disciplined, dismissed or given less favourable treatment than others in the same circumstances because it is suspected or known that s/he has brought legal proceedings against an employer or given evidence or information relating to discrimination, or alleged (expressly or otherwise) that discrimination has occurred.

### **4.4 Harassment and Bullying**

This occurs in a variety of ways and may be directed at an individual or group of individuals where they are treated in a detrimental way on improper grounds. It is not the intention of the perpetrator but the deed itself and the impact on the recipient which determines what constitutes harassment. This can include unwelcome physical, verbal or non-verbal conduct, e.g. unwanted conduct of a sexual nature, or other conduct based on sex, affecting the dignity of women and men at work.

## **5. RECRUITMENT AND EMPLOYMENT**

### **5.1 Job Description**

It is important that the job description and the person specification are not overstated and are limited to essential requirements. The possibility of job share and flexible working should always be considered.

### **5.2 Advertising and targeting**

Where those groups set out in the Policy Statement are under represented as employees as a whole in the field or the scale of the vacancy, then those groups will be targeted by advertising the vacancy in places/media accessed by those groups. All advertisements will include the following statement: -

"WGTC is committed to being an equal opportunity organisation. We welcome applicants from all sectors of the community."

### **5.3 Shortlisting and Selection**

All members/applicants should have a commitment to an understanding of equal opportunities.

### **5.4 Acceptance of Terms and Conditions of Service**

A clause will be inserted into contracts of service asserting WGTC's position in relation to Equal Opportunities. All members/staff will be issued with a copy of the policy.

### **5.5 Dismissals, Redundancy and Redevelopment**

WGTC will not dismiss, make redundant or redeploy any individual, for performance or behaviour, which is or may be overlooked or condoned on other groups, due to culture. For example style or dress.

5.6 Disability

All applicants will be provided with access details on request.

5.7 Re-training and Re-Deployment

WGTC will, wherever possible, provide re-training and/or redeployment for employees who experience changes in their abilities after commencing employment.

5.8 Support

WGTC will examine ways of providing support for employees with disabilities.

**6. HARASSMENT, GRIEVANCE AND DISCIPLINARY PROCEDURE**

6.1 Harassment

WGTC is determined to provide a safe environment for all and will not tolerate discrimination, harassment or victimisation of or by any employees, residents, members or staff (See paragraph 2.3 for definitions).

6.2 Grievance and Disciplinary Procedure

It is essential for grievance and disciplinary procedures to be implemented fairly and equitably across the organisation to ensure consistency of approach.

**7. MONITORING**

7.1 WGTC will monitor all persons on criteria set out in paragraph 1.1

**8. MISCELLANEOUS**

8.1 Culture and Religious Needs

Where employees have particular culture or religious needs which may conflict with existing work requirement, WGTC will consider whether it is reasonably practicable to vary or adapt these requirements to enable such needs to be met. The mode of dress and presentation of all employees shall be restricted only on reasonably justifiable grounds, for example, on grounds of Health & Safety or on grounds of standard of dress.

8.2 Resources

WGTC's commitment to the success of its Equal Opportunities Policy is unqualified, and priority will be given to making the necessary and appropriate resources available within the constraints of the Club's funds in order to achieve the full and effective implementation of the policy.

**3 July 1996**

# Appendix V – Online Booking

## Online Court Booking Procedures

The online booking system covers all on-court activities, including Club Sessions, coaching, matches and member play: -

1. Bookings may be made up to 7 days in advance via the online booking system
2. Single sessions of 30 minutes each up to a total of 90 minutes may be booked at any one time
3. A Member may not book more than one 90 minute session on the same day
4. Any court charges, including visitor's fees, must be paid in advance to the bar, a committee member or a coach
5. If a booked court is not occupied within 10 minutes of the scheduled start time, it may be taken over by other members or a coach
6. The floodlights are activated by a token, which may be purchased from the bar at a cost of £2.50 per half hour [until the new Token Dispenser is installed and becomes operational over the coming weeks when this will be the only means of buying tokens]
7. No refunds are available for floodlight charges or booking fees lost through not being taken up or through bad weather
8. Team matches re-scheduled as a result of inclement weather may take priority over existing bookings under extraordinary circumstances

PLEASE NOTE THAT IN THE EVENT OF ANY DISPUTE, THE ONLINE BOOKING SYSTEM PREVAILS AND DETERMINES THE USER OF THE COURT.



# Appendix VI - Equipment

## WHAT THE CLUB NEEDS

*A list of equipment with estimated purchase year and costs – prices subject to change)*

<u>Item</u>	<u>Cost</u>	<u>Year</u>
<b>COURTS</b>		
• Recoating courts 1-3	£13,500	2013
• New courts 1-3	£50,00	2028
• Floodlights	£35,000	2019
• Floodlight tokens dispenser	£950	2010
• Fencing (including wall repair, gate to court 3 and practice fence)	£7000 (tbc)	2011
• Squeegees	£350	2012
• Ball Machine	£1,200	2012
• Covered court structure	£ TBA	?
<b>BAR</b>		
• Triple Door Bar Display Cooler	£900	2012
• Glass Washer	£700	2011
• Cold Drinks Dispenser	£ TBA	2011
• Ice machine (connected to mains)	£650	2011
<b>LOUNGE</b>		
• Flat screen TV, wall mounted	£350	2010
• Online booking system	£95	2010
• PC for online booking system	FOC	2010
• Touch screen monitor to replace PC	800	2011
• Furniture	£2,500	2012
• Blinds or drapes	£750	2011
<b>CARD ROOM</b>		
• Lighting	£500	2011
• Chairs	£600	2011
<b>PATIO</b>		
• Barbecue	£750	2012
• Garden furniture	£1,200	2015

# Appendix VII – Sinking Fund

## CALL ON AND CONTRIBUTION TO SINKING FUND

### CALL ON SINKING FUND 2011-2030

Year	New Court Construction (3 acrylic and 1 macadam)	Moss & Algae kill	Power washing	Recoat acrylic wearing surface	Replace fence and gate	Minor repairs	Floodlights (4 courts)	Annual Total
2011					£7,000		£2,400	£9,400
2012		£600	£1,400			£400	£2,400	£4,800
2013				£13,500			£2,400	£15,900
2014						£400	£4,000	£4,400
2015		£600	£1,400				£2,400	£4,400
2016						£400	£3,400	£3,800
2017				£1,800			£2,400	£4,200
2018						£400	£2,400	£2,800
2019		£600	£1,400				£35,000	£37,000
2020				£13,500			£2,400	£15,900
2021						£400	£3,400	£3,800
2022		£600	£1,400				£2,400	£4,400
2023						£400	£2,400	£2,800
2024				£1,800			£2,400	£4,200
2025						£400	£2,400	£2,800
2026		£600	£1,400				£3,400	£5,400
2027						£400	£2,400	£2,800
2028	£87,000				£7,500		£2,400	£96,900
2029		£600	£1,400			£400	£2,400	£4,800
2030							£2,400	£2,400
Total construction cost	£87,000						£35,000	
Total running cost		£3,600	£8,400	£30,600	£14,500	£3,600	£50,200	

### CONTRIBUTION TO SINKING FUND 2011-2030

Year	Annual Contribution	Balance brought forward	Interest @ 5%	Expenditure	Accumulated fund C/F
2011	£6,000	£10,374	£600	£9,400	£7,574
2012	£6,000	£7,574	£379	£4,800	£9,153
2013	£6,000	£9,153	£458	£15,900	-£290
2014	£6,000	-£290	-£14	£4,400	£1,296
2015	£6,000	£1,296	£65	£4,400	£2,961
2016	£10,000	£2,961	£148	£3,800	£9,309
2017	£10,000	£9,309	£465	£4,200	£15,574
2018	£10,000	£15,574	£779	£2,800	£23,553
2019	£10,000	£23,553	£1,178	£37,000	-£2,270
2020	£10,000	-£2,270	-£113	£15,900	-£8,283
2021	£12,000	-£8,283	-£414	£3,800	-£497
2022	£12,000	-£497	-£25	£4,400	£7,078
2023	£12,000	£7,078	£354	£2,800	£16,632
2024	£12,000	£16,632	£832	£4,200	£25,263
2025	£12,000	£25,263	£1,263	£2,800	£35,727
2026	£15,000	£35,727	£1,786	£5,400	£47,113
2027	£15,000	£47,113	£2,356	£2,800	£61,669
2028	£15,000	£61,669	£3,083	£96,900	-£17,148
2029	£15,000	-£17,148	-£857	£4,800	-£7,805
2030	£15,000	-£7,805	-£390	£2,400	£4,404

# Appendix VIII – Website

The overall administrator and content editor of the website is Barbara Wancke, who can be reached via email: [webmaster@woodfieldgrovetennis.net](mailto:webmaster@woodfieldgrovetennis.net)

Each section in the secure member area of the site will have a section editor, and in some cases, individual pages have their own editors as follows:

Section	Editor
Public website and Welcome Page	Barbara Wancke
Events and calendar	Claire Lean
Club Notices	Barbara Wancke and Claire Lean
Committee Information	Claire Lean
Membership	Claire Lean
Juniors	Karin Grabcova Govan
Team Tennis General	John O'Connor and Michele Roberts
Men's I	John O'Connor
Men's II	
Women's I	
Women's II	
Mixed I	Michele Roberts
Mixed II	
Millennium Cup	
Streatham Cup	
Surrey Knock-outs	
Competitions General	John O'Connor and Michele Roberts
Tournament	
Winter Handicap	
Box Leagues / Ladders	Karin Grabcova Govan
Coaching	Karin Grabcova Govan
Honours Board	Barbara Wancke
100 Club and Financials	
Newsletter	
Classifieds	Barbara Wancke



# Appendix X – Letter to Visitors

## **TO WHOM IT MAY CONCERN**

?? January 2011

We are currently reviewing the management and operation of the club in order to plan and budget for its future.

During this review it has come to our attention that some of our current procedures are lacking in terms of health and safety procedures as well as for insurance purposes, particularly concerning visitors; and while most guests are careful and respectful of our premises, there are some, unfortunately, who are seriously impacting on the wear and tear of the club and placing others at risk.

The problem arises when certain children (and by no means all), who are not participating in coaching sessions on court, are insufficiently supervised.

Our coaching team has made considerable and on-going efforts to remind parents, guardians and/or nannies that it is their responsibility to ensure children in their care are controlled at all times when visiting the club but, regrettably, there are still instances when unruly behaviour persists.

We therefore are reminding parents that Woodfield Grove is a private members' club and request that all visitors respect our premises and be mindful that you and your children are guests when you visit here.

As you know, our club is very small and we take pride in its appearance. To keep it so, the Management Committee insists that non-members comply to the following procedures when using our facilities:

- All guests must sign into the Visitor Register on arrival in accordance with the club's insurance requirements and its rules. This includes you and the children in your care. It is your responsibility to sign in for every visit requiring a stay of over 5 minutes at the club, not the coaches to remind you. If you do not comply, you are not covered by insurance and you place our policy in jeopardy.
- If you are a regular visitor for coaching purposes, we encourage you to join as a Parent/Guardian Member at a cost of £35 to waive the signing-in requirement. This will register you and the children in your care plus you will receive the added benefits of regular newsletters and can enjoy all our off-court events. You will also be making a positive contribution to the club.
- All children must use the locker rooms upstairs to change into or out of their tennis kit. It is unacceptable and improper for children of any age to change in the public rooms and contrary to LTA Child Protection guidelines.
- Please kindly ensure that bags, rackets and shoes are kept in a tidy manner, off the furniture, and be sure to take all belongings home with you. The club is not responsible for lost property and we do not have room to store this so it will be disposed of quickly if not reclaimed immediately.
- Please, no football, tennis or other ball games are to be played in the patio area or in the clubhouse at any time in the interests of everyone's safety and good sense.

- Also, please keep your children off the walls around the flower beds, again in the interest of health and safety, and to help the planting to grow.
- Please respect the furniture and fittings, which have sustained a lot of damage. Children must not be allowed to crawl over the tables and chairs or to drop food and beverage on the furnishings or carpet. We are constantly steam cleaning stains and removing crayon marks off these only to find them returning in a matter of days, which is unacceptable.
- There is to be no unsupervised access to the balcony or use of the card room upstairs and no-one may enter the bar under any circumstances other than a Committee member or our coaches. If you need something from the bar, please ask the coach.
- Nappies MUST be bagged and placed in the outside wheelie bins located in the alleyway behind the clubhouse. It is not only unhygienic but very unpleasant for members to have to clear away nappies from inside bins.
- You are welcome to use the television, the hot drinks dispenser in the kitchen and the WiFi but, again, please treat these with due care. If a member wishes to change the channel on the TV, their wishes take precedence.
- Please switch lights off after use in the kitchen and the disabled toilet. Electricity costs the club money. [Note: The lights in the changing room are automatic and will turn off when you leave the room]

The reason for these measures is that in the past few months the club has sustained two broken lamps, damaged venetian blinds, food packaging strewn around the patio area and flooring, spilt fluids, chocolate and mud on the carpets, sugar in the coffee machine mechanism and nappies left in inside bins to fester... all occurring during coaching periods. Recovering all this costs members money and unnecessary additional work.

While the majority do respect our environment, please understand that persistent abusers will be asked not to return to the club in future, which would be a great pity.

We trust you understand the need for this letter and feel sure that, on reflection, you would not wish your own home to be treated in any lesser manner.

Please therefore take full responsibility for the behaviour of the children in your care when they are here, keep them under control and teach them to respect our club. Your full co-operation is greatly appreciated.

We wish you and your family continued enjoyment of Woodfield Grove Tennis Club over the coming weeks and months .

Yours faithfully,

**The Management Committee  
Woodfield Grove Tennis Club**

Woodfield Grove Tennis Club  
9 Woodfield Grove, London SW16 1LR  
020 8769 3871

**APPLICATION FOR**  
**MEMBERSHIP 2011**

I wish to apply for Parent / Guardian membership of the club and agree to abide by the rules. I enclose my cheque for £35 herewith made payable to Woodfield Grove Tennis Club:.

NAME (in full)

OCCUPATION

ADDRESS

POSTCODE

HOME

MOBILE

PHONE

PHONE

E-MAIL ADDRESS

I wish to register the following children aged under 18 as my dependents in accordance with the club rules to which we will comply at all times :

NAME (in full)

Date of Birth

NAME (in full)

Date of Birth

NAME (in full)

Date of Birth

NAME (in full)

Date of Birth

Please tick the box if you do NOT want your telephone number & e-mail included in a members directory online

I understand this membership is non-playing and non-voting and attracts the same benefits as that of a Social Member.

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

# Appendix XI – Hot Drinks Pricing

27-Oct-10

## FLAVIA DRINKS via Kafevend

	<u>Current cost prices</u>	<u>Per pack</u>	<u>QTY</u>	<u>Per unit</u>
Mild Roast	£21.15		100	£0.21
Smooth Roast	£21.15		100	£0.21
Colombia	£21.15		100	£0.21
Espresso Roast	£21.15		100	£0.21
Decafeine coffee	£21.15		100	£0.21
Galaxy Chocolate	£18.47		72	£0.26
English Breakfast Tea	£19.53		140	£0.14
Mars Swirl	£12.92		80	£0.16
Cappuccino/Latte Swirl	£10.81		80	£0.14
Flavia Paper Cups	£32.81		1000	£0.03
Dairystix (milk)	£8.25		200	£0.04
Flavia Whitener	£15.92		1000	£0.02
White Sugar sticks	£12.10		1000	£0.01
Brown Sugar sticks	£13.52		1000	£0.01
Stirrers	£24.36		5000	£0.00

<u>Cost per order</u>	<u>Cup</u>	<u>Unit</u>	<u>Unit</u>	<u>Milk</u>	<u>Sugar</u>	<u>Stirrer</u>	<u>Total</u>	<u>Mark Up</u>	<u>Price</u>	<u>% Profit</u>
Coffee	£0.03	£0.21	-	£0.04	£0.01	£0.00	£0.30	£0.20	£0.50	39%
Tea	£0.03	£0.14	-	£0.04	£0.01	£0.00	£0.23	£0.27	£0.50	54%
Galaxy Chocolate	£0.03	£0.26	-	-	-	£0.00	£0.29	£0.21	£0.50	41%
Mars Swirl	£0.16	£0.16	-	-	-	£0.00	£0.33	£0.17	£0.50	34%
Cappuccino/Latte Swirl	£0.03	£0.14	£0.21	-	£0.01	£0.00	£0.40	£0.10	£0.50	20%

### NOTES:

- 1 The cost of running the machine over one year is £108 (per manufacturer),
- 2 VAT is charged on non-beverage items, eg cups, stirrers and will increase to 20% on 1 Jan 11

### RECOMMENDATION:

That the price per drink is increased from 50p to 60p on 1st January 2011



**Woodfield Grove Tennis Club**

9 Woodfield Grove  
Streatham  
London  
SW16 1LR

020 8769 3871

[www.woodfieldgrovetennis.net](http://www.woodfieldgrovetennis.net)

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