

PROJECT.

Sports Business Consultancy & Project Management
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**Tennis Auckland / Tennis Northern Membership Growth Strategy
Pilot Phase report**

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Project Summary and overview – working towards a sustainable club infrastructure

This document reports on the outcomes from the second phase of the TA/TNR Membership Growth Project, after The Paul Regan Organisation was commissioned to lead the regional development teams at Tennis Auckland (TA) and Tennis Northern (TNR) to drive membership and participation growth. A comprehensive report on the findings from the initial consultation can be found in the first phase report.

Phase Two – The Pilot

In February 2014 Paul Regan returned to Auckland to meet with the club and coach networks of the Auckland and the Northern regions to share the findings from the initial consultation and to launch the pilot phase of the project. We conducted 3 presentations across both regions, which gained incredible support, attracting 68 attendees representing 57 organisations including board members from both regions and staff from TNZ. The presentations were an overwhelming success, with regards to the attendance and engagement.

The purpose of the pilot phase of the project was to assist the club network to identify their biggest challenges and to overcome the key barriers to growing their membership. In order to achieve this, we focussed on the following areas, which were identified through the Phase 1 consultation and research: *Self-Assessment, Membership, Coaches and Coaching, Volunteering, Access and Marketing and Communication.*

Prior to Paul's return visit to NZ in February, Mark Lewis, Regional Development Manager, TA and Nikki Howlett, Mark's equivalent in TNR, invited all clubs to express their interest in becoming a pilot club, and positive responses were received from 22 clubs. After a detailed analysis of the clubs needs, we developed a three-tiered system that enabled us to work with all 22 clubs, providing the relevant and necessary support at the level each club required.

Tier 1: Clubs that had multiple challenges to overcome.

Tier 2: Clubs that had identified one or two subject headings.

Tier 3: Clubs that needed less support and could utilise the resources independently.

Pilot Club Directory			
Club	Tier	TA / TNR	Support category
Te Atatu	1	TA	Coaching, Volunteers
Herne Bay	1	TA	All
Orakei	1	TA	All
Glenfield	1	TNR	Marketing, Coaching, Membership
Mairangi Bay	1	TNR	Coaches, Volunteers, Membership
Pukekohe	2	TA/Counties	Access, Coaches, <i>Management</i>
Howick	2	TA	Coaches, Membership
Takapuna	2	TNR	Coaches
Royal Oak	2	TA	Volunteers, Coaching, Marketing and Comms



Belmont	2	TNR	Volunteers
Silverdale	2	TNR	Access
Whangaparaoa	2	TNR	Membership, Marketing and Comms
Mount Eden	2	TA	Coaches
Browns Bay	2	TNR	Access, Volunteers, Membership
Jellicoe Park	3	TA	Access, Marketing and Comms
Mount Wellington	3	TA	All / multisport/futsal focus?
Mission Bay	3	TA	Access, All
Pompallier	3	TA	Access
Cockle Bay	3	TA	Access, <i>Management</i>
Kohi	3	TA	Access, <i>Management</i>
Eden Epsom	3	TA	Membership, Coaches
Sunnyhills	3	TA	Membership, Marketing and Comms

Supporting the Pilot Clubs:

We communicated with each of the pilot clubs ahead of the presentations and announced the clubs involved and the three-tier system at the presentations. The tiered system was well received by the clubs, which enabled us to provide the right level of support to the clubs that required our input. We were subsequently able to provide a direct response to the self identified needs of every pilot club and “listening” to the clubs, we were able to better understand their needs and identify possible solutions. Our approach was also in stark contrast to the approach quite often taken by organisations that insist on “telling” others what to do which may result in failure and strained relationships. We are delighted that the clubs acknowledge and appreciate our personal bespoke approach, which has allowed us to work *with* the clubs to resolve real issues in a customised, hands on manner.

Club Consultations:

We subsequently met with each of the Tier 1 and 2 clubs and discussed the areas that each club had outlined as ‘needing support’ to gain a deeper understanding of their individual challenges and subsequently began to suggest possible solutions to combat the issues. The individual club consultations proved to be extremely valuable as they allowed us to strengthen our relationships with the clubs lead officer/s through our face-to-face contact which also enabled us to grasp the challenges of the day to day running of the clubs.

Action Plans:

Following the club consultations, the Project Team (Paul, Nikki and Mark) met to discuss the outcomes of the meetings and presented each club with a detailed action plan based on the discussions that had taken place. The action plans focussed on the key areas that the project had identified (*Membership, Coaches and Coaching, Volunteering, Access and Marketing and Communication*) and detailed guidance notes had been produced to support the clubs through the implementation of their action plans. The plans also provided the Team with a specific point of reference with which to support the clubs, which helped us focus the time and resource we had



available to resolving real issues. The plans also helped the clubs be more focussed and targeted in their approach moving forward, as the guidance not only highlighted the guiding principles on addressing some of the specific issues, but it clearly led the clubs to identify WHO was driving the change, HOW they would do so and by WHEN?

Tier 3 clubs had been identified as clubs needing less support and therefore would utilise the guidance notes independently, with telephone/email support from the Team if required.

Self Assessment:

As indicated in the initial report, we identified that despite multiple requests from the tennis regions and TNZ for information from the clubs, we didn't capture the critical data from the clubs that enabled us to monitor and evaluate the running of the clubs and to provide a like for like annual comparison, which in turn, would immediately highlight any issues and areas where the club required the Team's support. We therefore introduced an annual Self Assessment process, which required the clubs to complete a detailed data sheet, which each pilot club was required to submit prior to receiving any of the guidance notes. We were delighted that despite the additional time required to complete this process, the clubs saw its value. Our aim is to develop a user friendly online interface for the Self Assessment process moving forward which will allow all clubs to have an online account and update the 'live' document on an ongoing basis.

On-going Support:

The clubs were encouraged to call upon the Team for their support with implementing the plans or to provide a professional sounding board. This support was provided by Mark and Nikki on the ground and by Paul at arms length, who by now, had returned to the UK. Despite Paul's geographical distance from the project hub, he remained an integral part of the process and provided guidance and support to Nikki and Mark and the project as a whole. There were frequent project Skype calls where updates were provided and successes and challenges shared. The communication chain and data received from the clubs was also recorded in a shared online document for all of the Team to be able to gain an instant update. One of the key reasons that clubs elected to become a pilot club was to draw upon the expertise of the Team as many of the lead officers behind the project at the clubs, were very passionate volunteers who lacked the experience and insight of running a successful tennis club.

The Club Landscape and Common Issues:

As you have seen in the Pilot Club Directory, many of the clubs share the same challenges. The leading area of support, with 55% of the clubs requesting support in this area, was Coaches and Coaching, closely followed by Volunteers and Membership at 45%. These areas had been clearly identified through the initial consultation/research and were strongly reinforced during the pilot club consultations. Suggesting alternative or additional membership category options is a relatively straightforward fix, yet we appreciate that not all club committees have been as eager to vote/approve such changes at the recent AGM's. Addressing the coaching and volunteer challenges however, is less straightforward yet potentially would have the biggest impact on the successful operation of the clubs. Our continued contact with volunteers and coaches across Auckland and the North Shore tells us that both coach and volunteer groups feel disengaged with the game at a



regional/national level and believe that more support, guidance and training would empower these groups to be informed, up skilled and enthused to deliver their roles better.

Overview of Club Progress:

This section of the report outlines the key successes and achievements of individual pilot clubs across the identified areas of support.

Membership:

Many clubs have looked towards their current members to assist in the attraction of new members with a 'bring a friend' plea which in some cases has been rewarded by a bar tab or membership discount incentives for the existing member. Clubs have also begun to understand what their membership would like from the club by running surveys gaining valuable feedback to shape the way the club services its members moving forward. Furthermore, clubs are beginning to contact/survey past/lapsed members, which will provide valuable insight into the reason they have not renewed their association with the club. A popular addition to club membership tariffs has been an introductory 3 month (trial) membership, which is proving to be successful in attracting new people to the club who don't have to make a large financial or lengthy time commitment with this 'try before you buy' membership. One club has expanded this introductory offer to become an ongoing short term rolling 3 month membership which is open to non-competitive/inter-club players. One of the most significant areas that we have highlighted to the clubs is junior membership and how many of these historically include FREE coaching to all junior members. Needless to say, the coaching is certainly not FREE as the club inevitably pays the coach/s to conduct the sessions, thus monies being paid from the junior subs income, which in the large majority of cases, exceeds the monies paid in through junior subs. As this is closely linked to coach deployment models, there is more information about this below.

We urged clubs to be aware of their competitors and ensure that their club fees were comparable and that they offer value for money. We also encouraged the clubs to target their immediate local residents with discounts, not only to sell the benefits of the convenient location, but also to get the local residents support for potential future capital developments (extensions/floodlights etc).

We encouraged many clubs to be more proactive and to develop an annual 'Membership Recruitment Plan' which would help the clubs identify which groups to target (juniors, midweek ladies etc), who is targeting them (which club officer), how are they targeting them (local press, email campaign etc) and when. This has and will continue to help the clubs to be more focused on filling specific membership gaps and not falling into the one size fits all membership recruitment campaign, which usually means that the campaign has no traction or 'call to action' and has little appeal to any group.

Coaches and Coaching:

This is a fascinating area, which became a talking point at all club consultations; even with the clubs that hadn't initially identified it as an area they needed our support. One of the common challenges that clubs face is defining the role of the coach and to acknowledge their contribution to club success (or failure) and addressing these issues head on for the longevity and survival of the clubs.

This is an area that both clubs and coaches have reached out to us and requested more information due to the inconsistency and lack of clarity around the deployment models of coaches. There is no single model that works for all clubs and the clubs must deploy a coach/s on a basis that benefits the



club and its coaching needs, whilst safeguarding its financial situation and looking after the coach, as good loyal coaches are hard to find. All clubs are different and have differing coaching requirements, with some clubs wanting more coaching time from their coach and other clubs only able to offer a coach a few hours at a weekend. Because of this, many coaches work across a number of clubs, but this becomes a challenge when one of the clubs begins to grow and coaching demands increase yet the contracted coach is unable to provide more time due to their commitments elsewhere.

As outlined above within the junior membership models and the historic inclusion of 'free' coaching within their modest annual fees, this has traditionally provided a coach with a number of coaching hours for which the club will pay the coach an agreed hourly rate. However, at a time when the club's financial reserves may be diminishing and the financial future of clubs is looking delicate, we have urged the clubs to address the offer of 'not so free' coaching for juniors. This is easily remedied with a slight adjustment in the annual junior membership fee, which provides the coach/s with the freedom to organise multiple junior coaching groups with the coaching fees paid directly to the coach. This amendment alone could save the club thousands of dollars per year. We also believe that this arrangement provides the junior members with a better quality progressive coaching structure as the current provision, is often a large group supervised playing session and not a quality coaching session.

We have also urged the clubs to view their agreement and relationship with the coach/s on a more commercial basis and whilst considering the coach's valuable (in most cases) contribution to the success of the club, they are running a commercial business and the club provides them with a license to print money yet the financially fragile club sees no financial return on the success of the coach. We have therefore suggested to the clubs to consider charging the coach/s a flat annual/monthly rental for the use of the club or an hourly fee for each court that the coach hires. We also experienced situations where coaches were running pro shops and occupying large office accommodation at clubs that were financially challenged yet the coach paid no fee to the club for the privilege.

Coaches can often feel isolated from the clubs decision-making, with only a small number of coaches invited to report at committee meetings and even fewer invited to join the committee, albeit in a non-voting capacity. Given that the coach is often the face of the club and in the absence of a club administrator/manager, the coach is the only friendly face that meets and greets existing and new members alike. As such, many of the coaches feel under valued and we have encouraged clubs to look at the relationship between club and coach and to incentivise coaches for their contribution to the club membership numbers, by paying them an agreed fee for each new member they introduce. In the case of many clubs prior to the launch of the pilot project, the coach was the only means of recruiting new members.

Volunteers:

As we know, and often reminded, volunteers are the life blood and backbone of amateur sport yet it appears that tennis hasn't invested in this theory as the majority of clubs across TA/TNR are crying out for support to recruit, train, retain and reward their invaluable volunteer workforce. Many clubs are finding it increasingly more challenging to appoint volunteers in key club officer roles, let alone appoint the right people with the skills and experience to professionalise the clubs management. We have provided the clubs with suggestions and guidance on this area; however, we believe that there is a greater need to provide additional support on volunteering and to practically hold people's hands to help them take their first step into volunteering and to help grow our sport through an empowered, professional club volunteer workforce.



Our findings show that club members wouldn't know where to begin looking for information on becoming a club volunteer or who to speak to at the club and most certainly wouldn't have the first idea about what's involved or required from being a volunteer or committee member.

We have encouraged clubs to develop a committee/volunteer structure organisational chart which should be both visible in the club and on the clubs website. The chart should demonstrate how many people are required/involved, the specific roles and responsibilities and the reporting line to the Chairman/President. This chart should also show sub committees and sub groups that require less of a time commitment for first time or time strapped volunteers. Each role should have a detailed description, which highlights the duties and more importantly, the required or anticipated time commitment to fulfil each role.

We are delighted to see that one club has subsequently appointed a volunteer manager from the existing committee and another club is contemplating the formation of a junior committee, led and represented by the older juniors at the club. Another club has introduced a role on the committee for a group at the club that didn't feel part of the club, which has gained a stronger connection between the group and the club as a whole.

Marketing and Communication:

This is an area that was new to many of the clubs and covered a wide range of suggestions and solutions. We highlighted to the clubs that communication was a two way process and should be broken down into 'Internal' communication, targeting existing members, parents, coaches and stakeholders and 'External' communication which targeted new users and the wider communities. Some clubs are hidden away or off the beaten track yet hadn't thought of gaining a more prominent presence by displaying clear signage or directional signage to help people locate the site.

In our opinion, one of the biggest communication gaffs that all prospective members see upon arrival at the gate (usually locked) is the not so welcoming sign that states 'Members Only'! If this is the first impression you get of the club, we are pretty sure that you will walk away. Should you wish to proceed, once through the gate, it is often not clear where to go or indeed who to speak to, assuming there is someone around.

It has been very encouraging however to see that some clubs have addressed the signage issue and one club, upon seeking our advice, redesigned and modernized its logo to appeal to a younger passing audience despite its 100 year old history. Another club has worked with us to de-clutter its marketing materials and to split the communication to target dedicated groups rather than have all of the information on one flyer. This club also developed some 'branding guidelines' to ensure there was consistency with how the club logo and information should be presented on all literature moving forward.

We have challenged the club network to identify the gaps in their membership profile and to strategically approach the promotion of offers and events to lure new players to the clubs and to modernize the way in which these messages are communicated, focusing on social media and online platforms.



Access:

This area was one of the most innovative yet challenging interventions within our menu of support, as this was the one area that carried the greatest emphasis on the attraction of new players to the clubs, but not necessarily through attracting new members. This area of support is an option that enables the clubs to open its gates at allocated times to provide access to non-members through a combination of online bookings and payments, which is integrated with sophisticated entry access systems.

Although this area was met with a degree of caution and concern (that the club would be over run with non members who could potentially abuse such systems) there was a significant interest in the concept with some clubs seeking further information on a system that was applicable to members and non-members alike. Although the Team has spent a considerable amount of time researching this area and meeting with potential providers/partners, we have yet to find a suitable and affordable solution. One of the pilot clubs is currently in the process of installing a system and we will continue to seek an appropriate partner/s to work with the clubs that wish to make their facilities readily accessible to a wider section of the community.

Overview of club achievements:

Volunteers

- Club organisational structure developed and published
- Volunteer packs developed
- Sub-committees established
- Volunteer roles and job descriptions defined
- New representation on committees to promote specific groups

Outcomes:

- Workload shared amongst more club volunteers
- Tasks more clearly defined and delegated accordingly
- Successful volunteer recruitment campaigns
- Better representation of membership on committees

Coaches and Coaching

- Wide review of coach deployment models – rental, court hire, programmes etc
- Deployment of new coaches
- New coach job descriptions developed and new contracts negotiated
- Decreased number of “free coaching” hours offered to ease financial strain

Outcomes:

- New programmes introduced by new coaches
- Comprehensive coaching offer for club members
- New links to schools established
- Funding applications submitted for coaching and equipment
- Financial savings for clubs



Membership Models

- Multiple new membership categories introduced
- Annual membership recruitment plans developed
- Plus One Membership – discount for people who reside at the same address
- Refer a friend recruitment incentives for current members
- Introduction of additional club social sessions
- Introduction of playing rights for juniors on the weekend
- Flexible payment plans and shorter term options

Outcomes:

- More options for members
- Financial burden of membership fees spread
- More access to courts for members
- Increased organised play at clubs

Marketing and Communication

- New entrance signage at clubs
- Flyer distribution within the local community and schools
- Discounts incentives for new members
- Open Days
- Local newspaper advertising campaigns
- Discounted first year membership offers
- 'Grab One' 3 month membership offer
- Member satisfaction surveys
- Annual communication plans developed
- New membership database developed to improve communication
- Website development and improvements
- Local businesses approached for sponsorship
- More targeted promotional material

Outcomes:

- New sponsors attracted / revenue increase
- Record number of new members joining at one club in one month
- Clubs more visible to the passing public
- Better internal and external communication
- Better understanding of what members want from their club

Access (Preliminary stage)

- Online booking
- Integrated access control



Outcomes:

- Online booking systems installed
- No integration yet between access and online booking but a small number of clubs are investigating systems including turnstiles, keypads or mobile communications solutions

Other Major Club Achievements

- 5 year strategic plan developed
- Merger between one club and an association which included the sale of land, contracts between all parties involved, a new part-time administrator role established and the introduction of a 'pay-as-you go' coach operator scheme

How have we done?

Our commitment to this project was to ensure that everything that we do is based on fact and all support will be derived from what the clubs want and need and not what we *think* they need! In order to ascertain recent, accurate and detailed feedback from the clubs on the delivery of the Pilot phase of the project, we ran two online surveys; one targeting Tier 1 and 2 clubs and one aimed at Tier 3 clubs.

We are delighted with the response and have captured the feedback below.

The Pilot:

We were interested to understand what inspired the clubs to become Pilot Clubs? Here's what some of the clubs said:

"Had a topic relevant that could be of benefit to us as club."

"Talking with Paul about the opportunities open to us and the possible enhanced future of the club."

"We needed ideas on how to improve our success with attracting new Committee members, and volunteer help generally"

"We have upgraded our facilities and want more people to use them. We also need members to get more engaged in our club other than just turning up to play and get involved in social activities, fundraising and the general running of the club. And we wanted to move into the electronic world also."

"Ability to improve and learn from other clubs/ experts – always striving to be better and deliver value for our members."

"The financial trouble the club has due to declining membership meant the club was struggling to improve and grow."

"Because we see the potential of the club, however needed guidance on how to improve it."



"Opportunity to get ideas for improving our club. Be able to measure and get feedback on what we are doing right, & look at making changes."

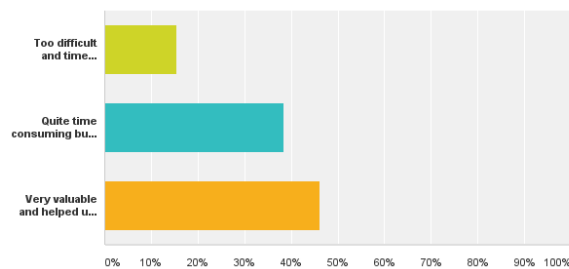
"Always keen to try new ideas to increase membership and participation!"

Self Assessment:

As all clubs had to complete the Self Assessment process before being accepted as a pilot club, we were eager to know what the clubs thought of the process and its value moving forward. The first graph shows the T1/2 club responses followed by the T3 clubs. It is very encouraging that only 2 of the clubs felt that the process was too difficult and time consuming with all of the other clubs claiming that they saw the value in it and almost half of the T1/2 clubs and a third of the T3 clubs finding it to be very valuable. We believe that this overwhelming response supports the implementation of the annual Self Assessment process for all clubs moving forward.

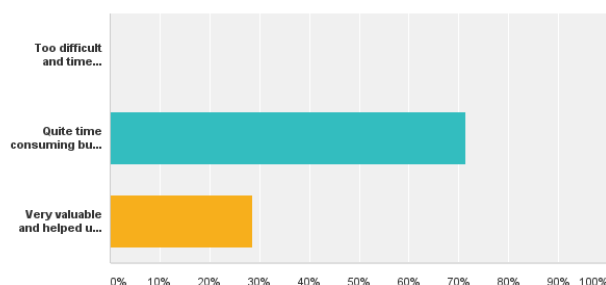
Q4 How do you rate the implementation of the self assessment form you were required to complete annually?

Answered: 13 Skipped: 0



Q4 How do you rate the implementation of the self assessment form you were required to complete annually?

Answered: 7 Skipped: 0





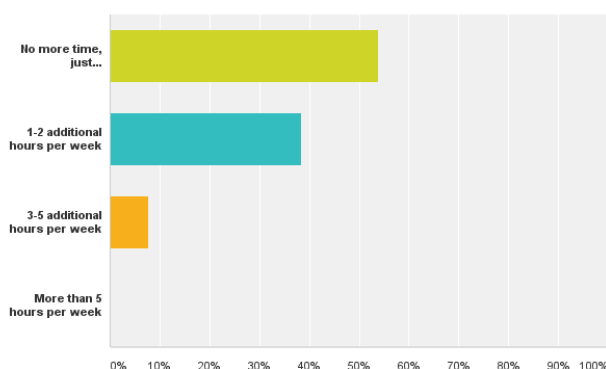
Time Commitment:

We knew entering the pilot phase that Volunteering was a key element of the project. We also know that in most clubs the large majority of the workload fell on the laps of one or two key volunteers, who are usually pressed for time, and as such we were keen to understand from the clubs whether the project work has increased their workload and also how many people at each club were responsible and instrumental in driving the changes. We were also keen to understand from the clubs whether *they* felt that they had dedicated sufficient time to implementing the project.

We are pleased to report that more than half of the T1/2 clubs over 85% of T3 clubs have stated that the pilot project hasn't taken them any more time to implement, they have simply allocated their time accordingly. Almost 40% of T1/2 and 15% of T3 clubs claimed that their workload had increased by 1-2 days.

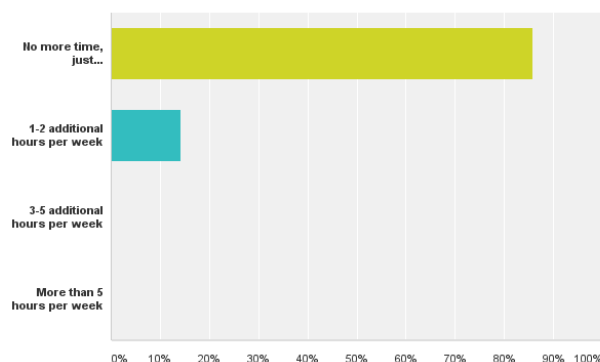
Q7 How much 'additional' time has your involvement in this project taken?

Answered: 13 Skipped: 0



Q6 How much 'additional' time has your involvement in this project taken?

Answered: 7 Skipped: 0



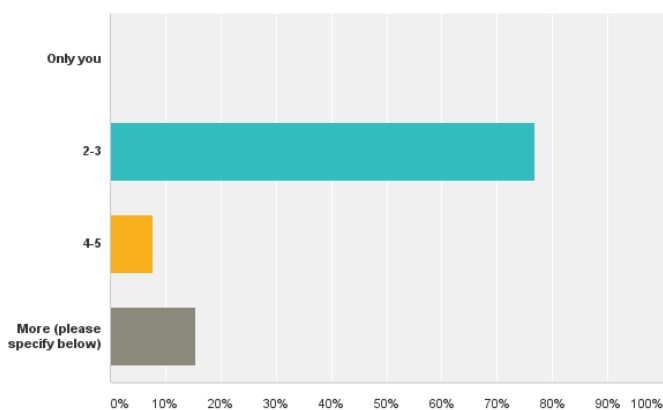


How many people were involved?

More than 75% of T1/2 clubs stated that 2-3 committee members were involved in driving the project yet interestingly, almost half of T3 clubs projects were delivered by our lead contact alone. It was also encouraging to see that one club had engaged the entire committee of 15 and another club had 9 people assisting.

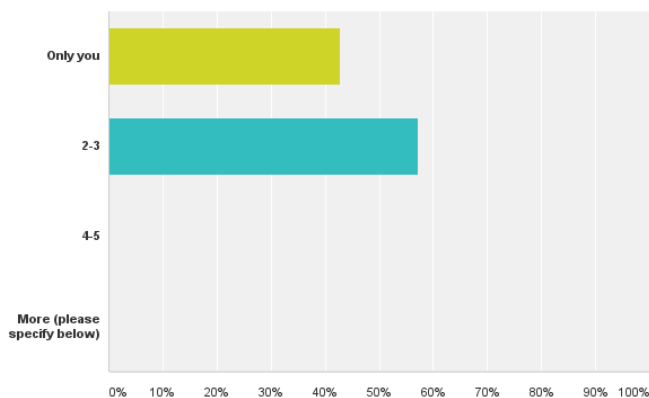
Q8 How many people have been involved from the club and its committee to assist in delivering the action plan?

Answered: 13 Skipped: 0



Q7 How many people have been involved from the club and its committee to assist with the pilot project?

Answered: 7 Skipped: 0



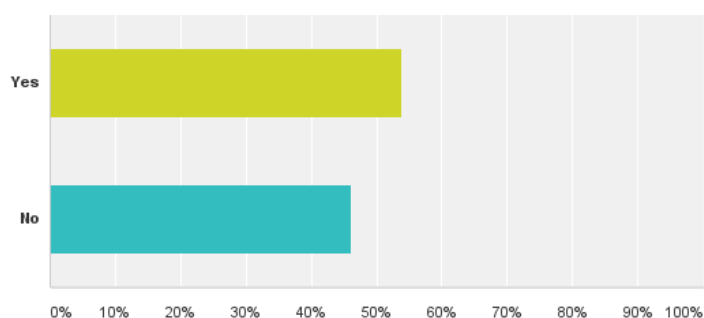


Time committed to delivering the pilot:

More than half of the T1/2 and T3 clubs felt that they had dedicated sufficient time and resource to deliver the pilot project. We are also encouraged by the honesty of the other half of the clubs who acknowledge that greater progress could have been achieved with more time dedicated to delivering the action points within their plans.

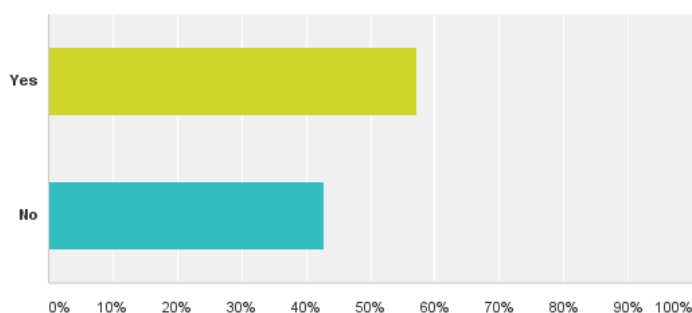
Q9 Do you believe that the club has dedicated sufficient time and resource to the pilot project?

Answered: 13 Skipped: 0



Q8 Do you believe that the club has dedicated sufficient time and resource to the pilot project?

Answered: 7 Skipped: 0





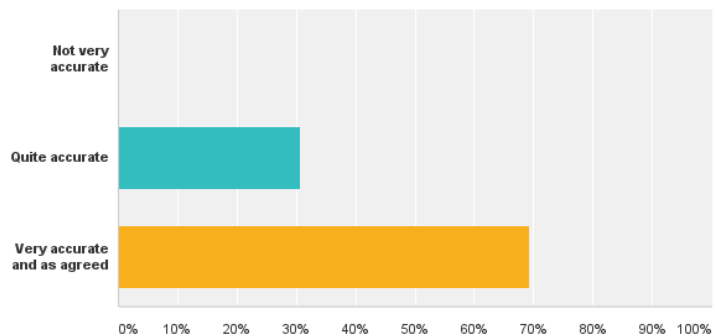
Action Plans:

Each T1/2 club was provided with an action plan that outlined and prioritised the key areas discussed during the consultations. We asked the clubs to assign their own timelines against the action plans to reinforce that this was the clubs action plan and not ours, and in doing so, the club didn't feel that we had set them unrealistic and unachievable deadlines.

Almost 70% of the clubs felt that the action plans were very accurate and as agreed and that the plan and associated resources have helped them tackle the issues, with the remaining 30% stating that the plans were quite accurate and have partly helped them overcome the challenges.

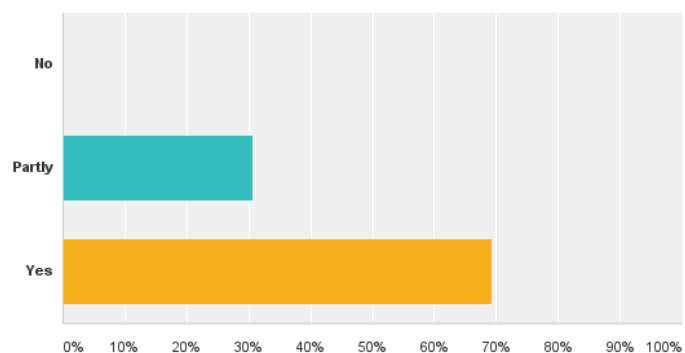
Q10 How accurate were the action points outlined in your action plan to understanding the needs at your club addressing the real issues?

Answered: 13 Skipped: 0



Q11 Has the action plan and associated guidance notes/resources helped you to tackle the issues outlined?

Answered: 13 Skipped: 0





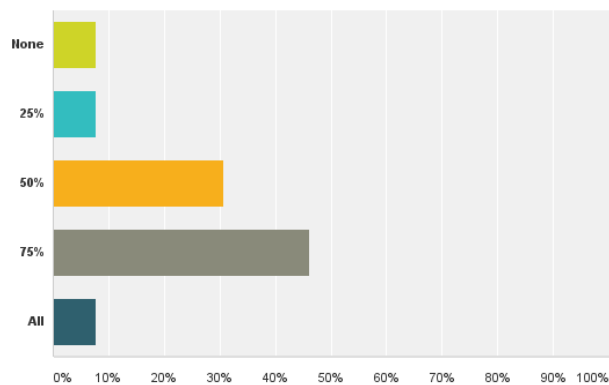
Action Plan completion / Resources:

We are pleased to report that almost half of all clubs have completed 75% of their action points within their plans with a further 30% completing 50%. One club has completed all of their action points with one club stating they have only completed 25% and one club completing none of their action points. The reality of this chart is that 11 clubs have completed more than half of the action plans, which confirms that the format, volume and context of the content was relevant and appropriate to helping the clubs to combat some of their issues.

We are also delighted to report that over 90% believed that that guidance notes and resources provided good advice and ideas and were easy to implement, which accounts for all clubs except one.

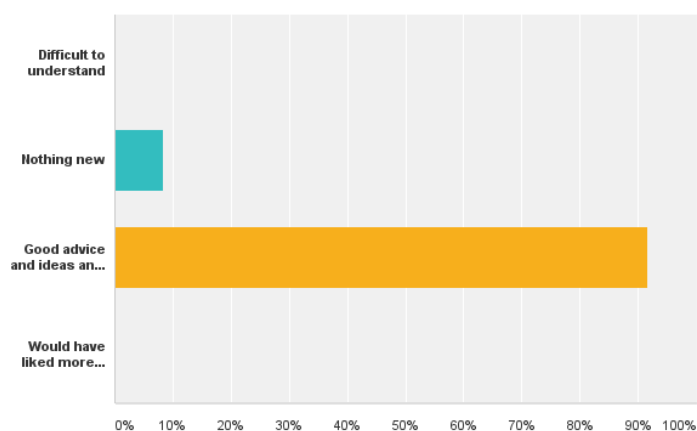
Q12 How many of the action points within the plan have you managed to successfully implement?

Answered: 13 Skipped: 0



Q13 How would you rate the effectiveness and usability of the guidance notes/resources we provided?

Answered: 12 Skipped: 1



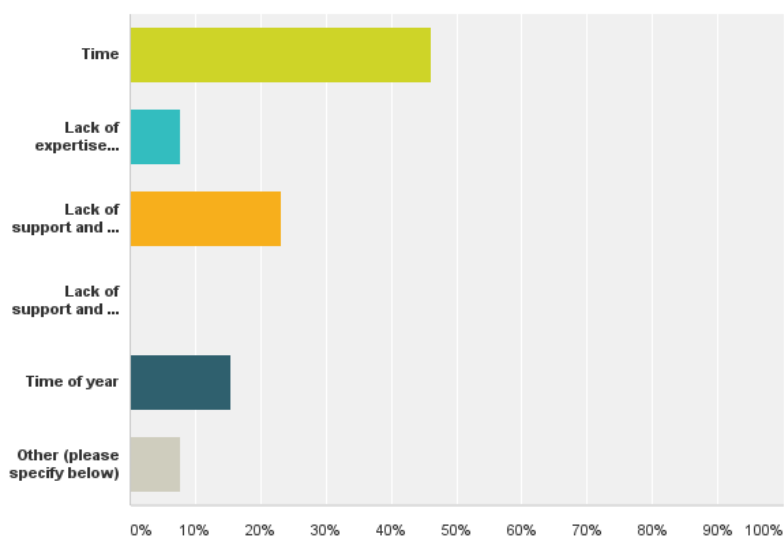


What were the barriers to achieving more?

We were keen to understand from the clubs what they perceived to be the main barriers to them being able to tackle more of the issues at their clubs and whether we can learn from this for any future phases of the project? We were not surprised that almost half of the clubs cited 'time' as the biggest barrier, with 15% stating that the time of year was a challenge. We agree with this as the club pilot consultations took place at the tail end of the summer season (13/14) and as the clubs were beginning to tackle the issues and work through their action plans, the winter was upon them, with many of the clubs winding down their activities. 30% of the clubs identified the committee as a barrier with 7% stating a lack of expertise from the committee and 23% claiming a lack of support from their committee. This merely confirms that more work needs to be done in this area.

Q14 What, if any, would you consider to be the biggest barriers to achieving more and gaining greater outcomes at this stage of the project?

Answered: 13 Skipped: 0





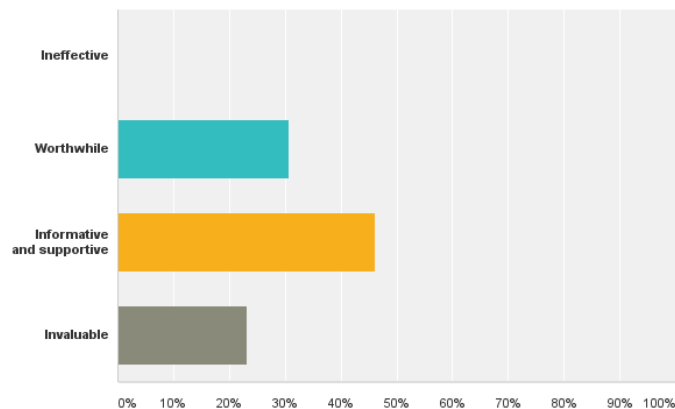
The Team:

The Membership and Participation Growth project was an innovative decision by TA/TNR to run a joint, cross-regional project and to tender for an external consultant to manage and drive the changes. It is difficult to know how the key stakeholders (clubs) perceive this investment, as often such decisions are seen as a waste of money that they feel they could be spending at their clubs. We were very conscious of this, especially as Paul was based in the UK, which also set challenges around the remote project management and maintaining the critical project team ethos and coherency with Nikki and Mark on the ground. We are delighted with the working relationship developed with Mark and Nikki and indeed with the relationships they have forged with the club and coach networks, however, it is critical to any future phases of the project, to know what the clubs opinions are. We needed to understand what the clubs thought of the quality and quantity of the input from the regional development team and also to seek their opinion on Paul's deployment and contribution.

This project has demonstrated and confirmed that clubs are crying out for hands on expertise and their response was overwhelming, with almost half of T1/2 clubs and an incredible 85% of T3 clubs claiming that the local Team's input and insight was informative and supportive and a further quarter of the T1/2 clubs and 15% of T3 clubs stating that the support was invaluable. More than 80% of the clubs (T1/2 only) also felt that the time they received from the local Team was sufficiently supportive with two clubs stating they would have liked more time.

Q5 How would you rate the input and insight from the project team on the ground (Nikki and Mark)?

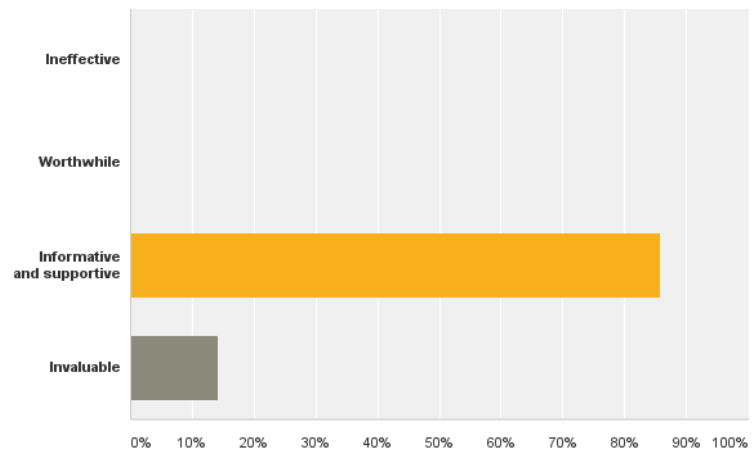
Answered: 13 Skipped: 0





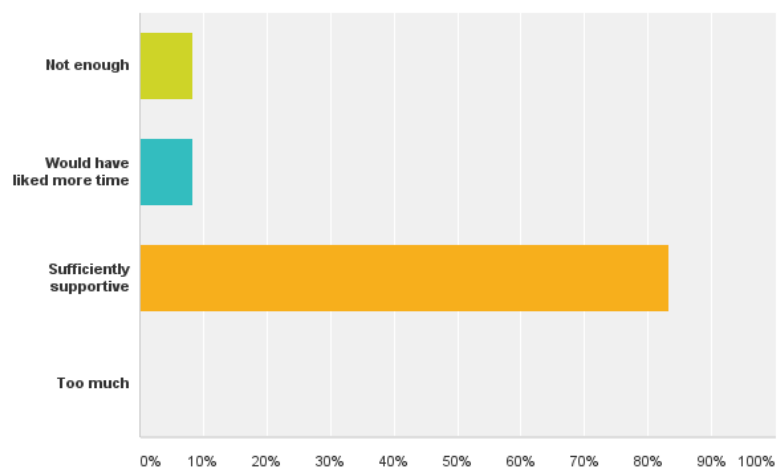
Q5 How would you rate the input and insight from the project team on the ground (Nikki and Mark)?

Answered: 7 Skipped: 0



Q6 How would you rate the amount of time that has been dedicated by Nikki and Mark in supporting you on this project?

Answered: 12 Skipped: 1



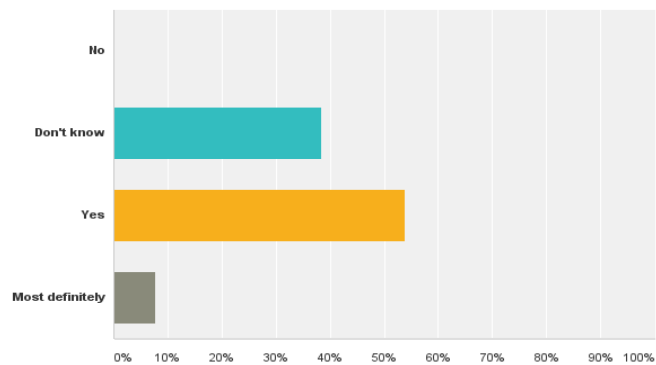


Paul's Deployment and contribution:

Paul has had considerable contact with the clubs from the beginning of the project, which we believe has contributed to the high level of buy in and support from the club network. It was great to see that a quarter of the clubs found Paul's presentations to be inspirational and engaging with almost half citing them as being informative and insightful. All clubs found the presentations to be worthwhile. More than half of the clubs believe that Paul's deployment has added value to the project with 7% stating 'most definitely'. 38% of clubs were unsure whether Paul added value yet, reassuringly; no clubs answered NO to this question. When asked whether they would encourage TA/TNR to work with Paul on the next stage of the project, over 90% stated yes, which resulted in all clubs involved except one.

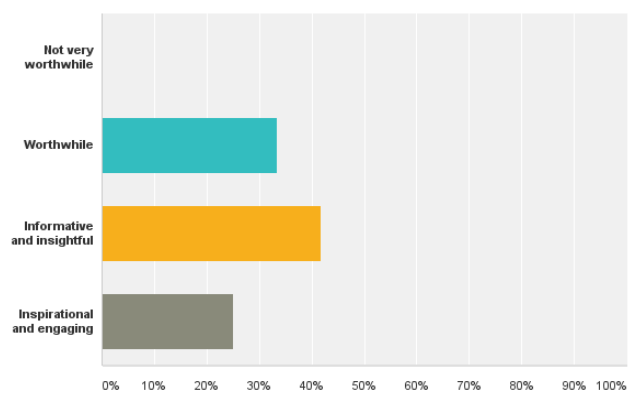
Q2 Do you think that the deployment of an overseas industry expert has added value to the project?

Answered: 13 Skipped: 0



Q1 How did you find the two presentations by Paul Regan?

Answered: 12 Skipped: 1





Project brief and next steps:

Although the project and areas of support have been built from intelligence gained from the consultation and research phase, we were keen to understand from the clubs whether we have missed something and what they would like to see from any future project phases. As well as knowing whether the clubs felt that we could have done anything differently we were keen to learn whether they felt that they could have done anything differently to increase the effectiveness of the project.

Is there anything that you think the project team could have done differently to increase the effectiveness of the project?

No. The support, tools and offered availability was great

Meet with a committee as a whole and understand the dynamic. Possibly review the financial position of the clubs etc.

More time with Paul in NZ

Happy with the input and appreciate the availability to offer support & guidance.

No. I think that once the information has been made available it is a question of gathering club support.

Have each club submit their top 5 best ideas and their biggest learnings – so all clubs can learn and leverage off others.

Is there anything that you think you and your club could have done differently to increase the effectiveness of the project?

Yes. Put a committee together solely for this.

No. I personally wished I had a little more time to think things through, but always managed to get things done in time. My colleague was a fantastic help to keep driving forward.

No – best that a small group of people undertake the project rather than the full committee. Results were however fed back to the Committee so they did have oversight and members see the results in the Five Year Plan which was tabled and discussed at our recent AGM.

Improved buy in from our club President to help us delegate tasks to committee members for extra help.

More participation and commitment by the committee as a whole.

Try to get more support from the Exec Committee

If there was a further phase of the Participation and Membership growth project, which areas of support would you like to see:

I would like to continue the work started with the visitor access.



Nothing in particular yet, but as we continue to develop our new volunteers and structure of the cub I'm sure areas will come to light.

Hopefully this year we will address the issues with our new administrator

Capital works – e.g. securing funding, project management tips, etc. (lights, clubhouse renovations, court lighting etc.)

Better database and record keeping facilities for clubs.

Collective bargaining. The advice that has been given thus far has been very useful. However, give the importance to clubs of keeping costs down, it would be good to see Tennis Auckland/New Zealand arranging collective bargaining arrangements with contractors (e.g. court installers, electricians) in an attempt to further reduce costs.

Please provide any additional feedback and comments below:

Thank you!

This pilot project has helped us lift our club to another level. A few of us were drowning in just the normal day to day running and were not sure how to progress the club to gain a better profile. The pilot and talking to other clubs at these meetings opened our eyes up and gave us a new perspective on a lot of things. We can't update everything yet, but we are very happy with our progress in our coaching and volunteers areas and look forward to improving them more.

All of the points in the growth project are very positive and we really hope to implement them but with the move this became our focus over the winter.

Thanks for making us part of the pilot project, hopefully we can implement more of the ideas in the next couple of months as the tennis season kicks off!

Conclusion and Recommendations:

When delivering a project, you gain a sense of whether it has been a success or not and the project Team most certainly consider this project to be a huge success to date. We are delighted therefore to report the findings and feedback from the clubs, who, overwhelmingly, agree with us. We would also like to reinforce that despite the 'phased' approach to this project, all of the work that has been delivered to date is building towards the long term sustainability and capability of our club infrastructure. As we have stated throughout this project, we have not and will not cut any corners in the hope of achieving any quick wins and all of the hard work and dedication will provide a professional, consistent and sustainable platform to support the clubs for years to come, regardless of club or regional turnover of staff/volunteers.

I guess this only begs the question 'what about the increase in membership figures?' After all, the project title is 'Membership and Participation Growth'!

It has been highlighted by the clubs and reinforced in the survey responses that the time of year that the pilot phase was implemented has hampered a large scale response as many of the clubs 'downsize' during the winter months. The other and more prevalent point is that changes to club structures, management committees, membership and pricing policies, coach deployment and



coaching programmes and the installation of entry access systems all take significant time to discuss, agree and implement and even longer if there is a capital/revenue expenditure required. Another salient point to make is that the club membership (growth) figures are not collected until January in most cases, although, The Royal Oak Club, TA has informed us that they have seen around 100 new tennis members join since April and see the biggest growth in membership in one month that the club has ever seen.

The project has however demonstrated that many clubs are now in a much stronger position to enter the new season with more robust management, a more attractive and appealing membership offer and possibly more flexible ways to play and join the clubs. The clubs have also grown in confidence, as they better understand the business behind running the clubs and are working towards developing a better club brand to compete in the cluttered club landscape and to appeal to wider audiences through modernized communication channels. We also know that a number of clubs have or are in the process of addressing their coaching issues which again strengthens the clubs proposition, all of which contributes to a far more confident and capable club network.

We are confident that the work that has only just begun with the clubs has established stronger relationships and set down solid foundations on which to build growth and success. The clubs are more aware of what's required and with the ongoing support from the project Team, there is no doubt that the end goal of membership growth will be achieved as a result.

We were keen to outline that we saw a significant difference between the growth of membership and the growth of participation and although there is an obvious link, the latter relies on opening the gates to non-members who pay an hourly court hire and not a restrictive annual membership. This area will be supported and resolved through finding the right entry access systems partner/s and working with the clubs to manage the expectations of their members and developing significant marketing campaigns and public traction to spread the message that the 'Gates are now Open to All'!

What Next:

We outlined in the first report that our support would revolve around the 4 P's; People, Places, Programmes and Promotion. This has been confirmed through the pilot and the 4 P's will remain at the heart of the club support for future phases. The success of the project relies heavily on working with the right people in the right places thus working with keen and capable volunteers at clubs that have an appetite for change. We know that volunteers have been at the very heart of this project and in our opinion should continue to be a priority moving forward. Few clubs have the luxury of a paid manager or administrator and few coaches have 'off court' responsibilities, leaving the day-to-day running of the club to the volunteers. We are also reliant on the same volunteers to become capable financiers, marketers, front of house, tournament organizers, membership attraction and retention specialists and above all else, well-rounded tennis professionals!

If this statement is shared, we believe that TA/TNR have a commitment to work with our diminishing network of volunteers to provide them with the skills, tools and confidence to deliver their roles better, which ultimately, contributes to a healthier club environment, which will attract and retain more members. As well as supporting the existing volunteer network, there is a significant need to support the clubs in recruiting more of the right people. We believe that we have taken a step in the right direction with this through our guidance; however, we feel there are further steps to take that could have a significant impact.



Investing in People:

On the assumption that there will be a third phase of the project, we believe that the development and delivery of two three-hour workshops will provide the ultimate support mechanism for the clubs. We acknowledged that Sport New Zealand deliver generic sports volunteer courses, but the proposed workshops would be tennis specific platforms which again builds upon the strength of the project's ethos of being delivered for tennis people by tennis people!

An introduction to volunteering at a tennis club – a three hour workshop aimed at club members who are considering becoming a volunteer and/or would like to understand more about the role/s and what's involved.

Tennis Volunteers - driving club capability – a three-hour workshop aimed at existing club committee members and/or newly appointed presidents/chairs who require support and advice on managing the club's business and building on the success.

Coaches:

Coaches and coaching have been equally topical throughout the pilot, however, primarily from the clubs perspective, understanding the implications of deployment models and potential additional revenue streams. Many coaches attended the presentations and engaged with the Team throughout this project but little has been done to assist, support and empower coaches to run more professional tennis coaching businesses which will contribute towards the continued growth of our game.

We believe that the development and delivery of a one-day development course for coaches would be very welcomed and a relevant learning platform for coaches.

The Business of Coaching / Running a Tennis Coaching Programme at a Club - A one day course that is aimed at coaches who are currently or seeking opportunities to run coaching programmes across our club network. The course will outline the role of the coach and to help them manage expectations and relationships across the club, especially with the committee. This would be a theory / off-court course that will help the coach manage their business and finances and to suggest ways of working with the club to grow the programme and it's subsequent profitability.

We see this course as an invaluable resource, which enables us to reinforce the role of the coach with both the volunteers and with coaches to ensure that there is a consistent and coherent message.