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1. Introduction



This Business Plan is designed to be a working document and a tool to help the Clarkston Tennis Club to articulate, through its Office Bearers and Management Committee, the Club's vision, aims and objectives, proposed activities and priorities, and financial requirements for its future management as a forward looking and long term asset for the local community in and around Clarkston

The specific purposes of the Plan are to:

- Reflect the aspirations and opinions of the Clarkston Tennis Club Management Committee and the Club members for the future of Clarkston Tennis Club.
- Set out how the Club will go about achieving the Club's strategic aims.
- Provide a prioritised action plan for the development and management of the Club over the short, medium and longer terms.
- Provide a means of demonstrating financial control, review and monitoring of the impact on the Club of the Plan's proposals.
- Provide the basis for supporting future funding applications to assist with implementation of the Plan.
- Provide a public relations tool for promoting the Club as an exemplar of local sports club management.

Whilst aspiring to future development over the longer term the Plan provides detailed proposals with covering the next three years to 2013



2. Background



2.1 History & Development of the Club

Clarkston Bowling and Tennis Club was formed in 1909 to provide a recreation facility for the growing Glasgow suburb which was being developed at that time. The Club was comprised of persons admitted in accordance with the Constitution and consisted of three Sections, named respectively "CLARKSTON GENTS BOWLING SECTION", "CLARKSTON LADIES BOWLING SECTION" and "CLARKSTON TENNIS SECTION".

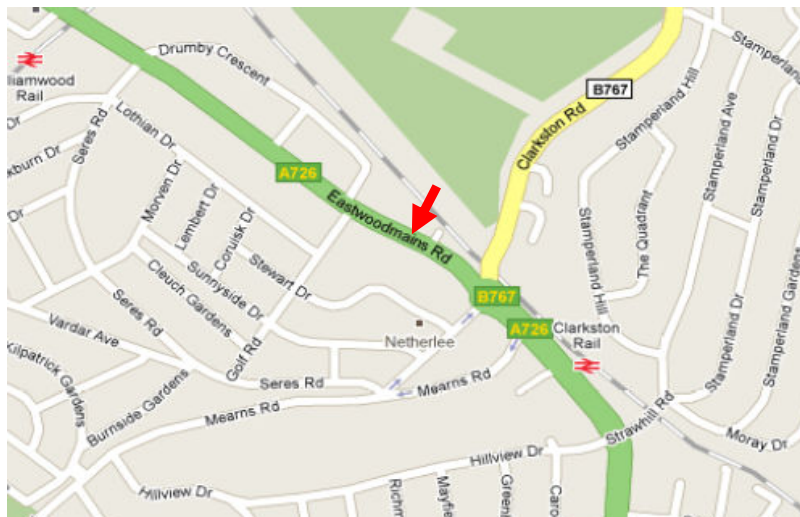


The Tennis Club was originally developed providing only 3 tennis blasé tennis courts. This was later increased in 19?? when a further 3 blasé courts were added. Over the past 100 years the club and clubhouse have been developed as the Club became a significant part of the local community. New Bar Lounges were added in 19?? and new Tennis has added in ????. 198? saw Clarkston Tennis Club convert courts 4,5 & 6 to the newly developed artificial grass surface. This was again upgraded in 1994. This year also saw the development of the new tennis lounge allowing members the chance to watch the play on the back courts. Today we have converted one of the Blasé courts to a mini zone but still allow 5 courts for members to use in the summer.



2.2 Most Successful Player

Winnie Shaw began her career at Clarkston Tennis Club in Glasgow and was one of Scottish tennis' greatest women champions. Shaw reached the quarter-finals of the Wimbledon ladies' singles in 1970 and 1971 and, with Joyce Hume of Dundee, contested the semi finals of the Wimbledon women's doubles in 1972. She also reached the final of both the ladies' doubles and mixed doubles of the French Open and played twice in the Australian Open semi-finals. Tragically Winnie passed away in 1992 and in 1994 the club recognised her achievements by naming the newly developed tennis lounge after her.



2.3 Location

Clarkston is a small town in East Renfrewshire, Scotland. Although it is administratively outside nearby Glasgow, Clarkston is geographically an outer suburb of the city and part of the Greater Glasgow conurbation.

It is a small, affluent area, population 5200 . The district borders the other Eastwood suburbs of Giffnock, Busby , Stamperland and Netherlee, and is served by Clarkston railway station and also Williamwood railway station



2.4 Club Constitution

The Club is a non-profit making organisation. The property, effects and funds of the Club, however derived, shall be applied solely towards the promotion of the objects of the Club and no portion thereof shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit to the Members of the Club. All profits or surpluses will be used to maintain and improve the club facilities. (Copy of Up-to-date Constitution and Tennis Regulations Attached)



2.5 Club Structure & Membership

Clarkston Tennis Club is a membership organisation, The Tennis Club's membership structure currently comprises Life, Honorary, Senior, Young Adult, Junior, Intermediate, Mini, Associate, Restricted and Social, each category carrying annual varying subscriptions the levels of which are reviewed annually by the Management Committee and voted upon by members at the Annual General Meeting

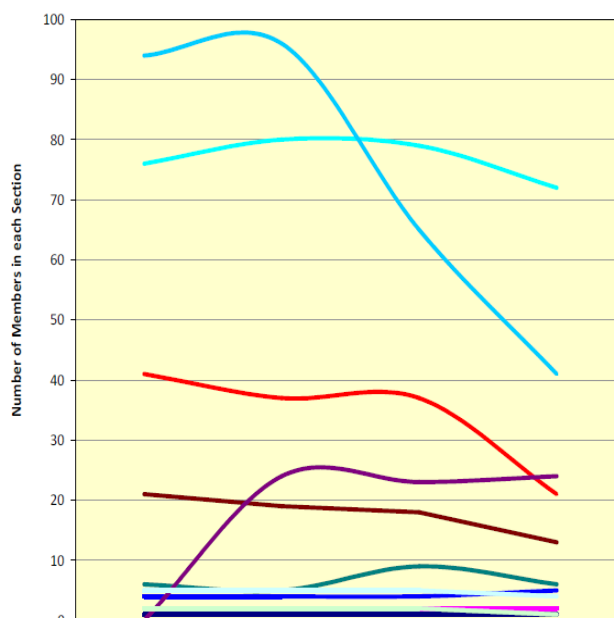
2.5.1 Membership Trends

Membership trends since 2006 are illustrated in the attached graphs.

Senior membership figures in both male and female categories has remained fairly consistent although it is recognised that the average age in each of these categories increases year on year with a obvious failure to convert intermediate and Young Adult Memberships into full seniors. The loss of young adults at the club can is largely due to the fact the Clarkston's children are at the advantage of some of the best schooling in Scotland. This provides many of them with good academic results gaining them opportunities at University and job placements around the UK and abroad. The club is looking at ways to improve the affordability of tennis for our young adults who may find it difficult to pay for fees as well as other academic costs

Another significant concern is the dramatic decline in junior membership. Again the catchment area for the club is well supported by Afterschool and other sporting and interest clubs. Clarkston Tennis Club therefore has to vie for the children's attention, and parent's pound, against a multitude of clubs offering football, rugby and martial arts etc which are available locally.

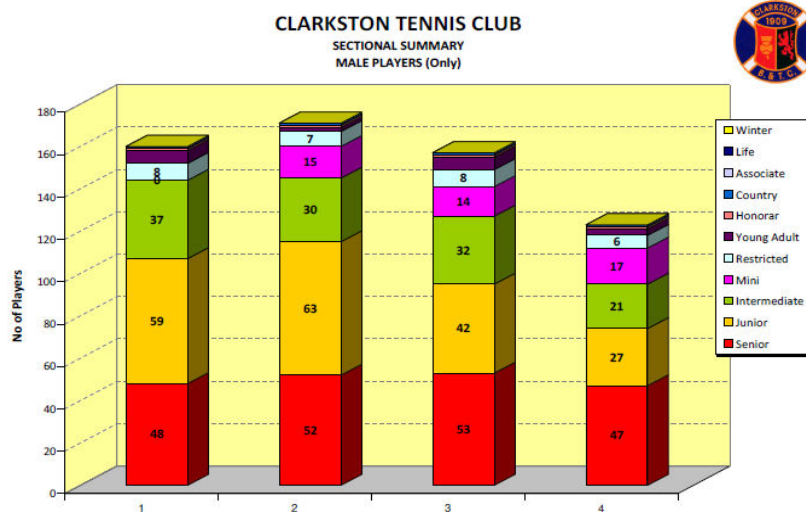
Clarkston Tennis Club
SECTIONAL SUMMARY
2006-2009



	2006	2007	2008	2009
Senior	76	80	79	72
Country	1	1	1	1
Intermediate	41	37	37	21
Restricted	21	19	18	13
Young Adult	6	5	9	6
Honorar	2	2	2	2
Life	4	4	4	5
Junior	94	96	65	41
Mini	0	24	23	24
Associate	5	5	5	4
Winter	2	2	2	1



The loss of Junior membership is one of the clubs biggest concerns and is an area in which increased effort will be placed in order to re-engage with younger people, not only in encouraging them to participate in tennis as a sport and healthy activity, but to provide an accessible, welcoming and contemporary environment in which they can develop their game and help contribute to making the Club a vibrant community facility.

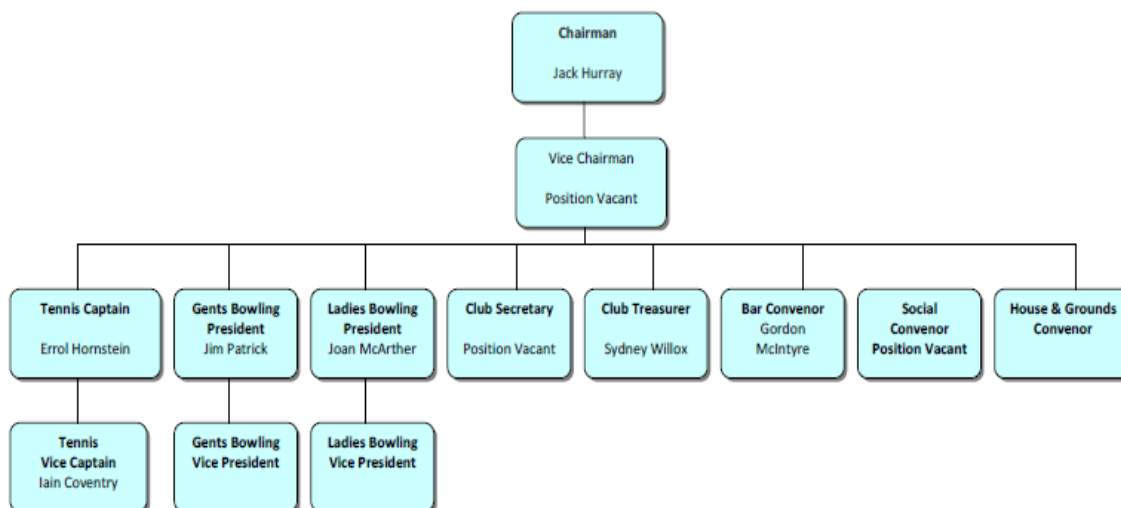


2.6 Club Management

Clarkston Bowling & Tennis Club is governed under a written Constitution and is managed by a Management Committee including its Office Bearers (comprising Chairman, Vice Chairman, Secretary and Treasurer) who also act as the Club’s Trustees.

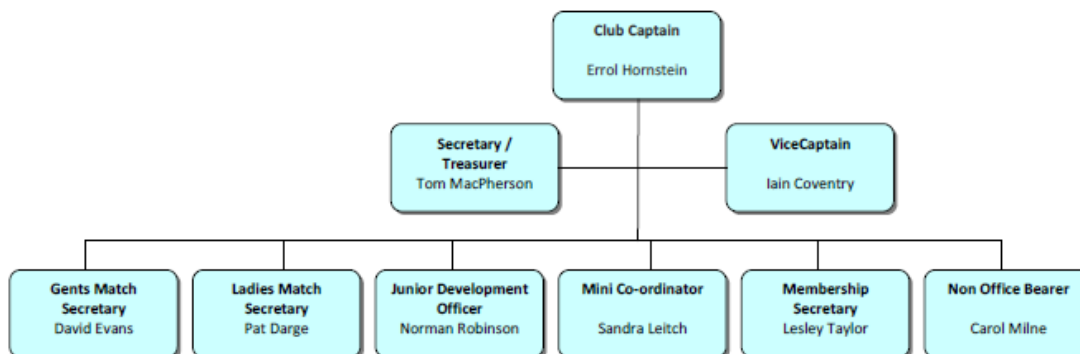
The Tennis Section is also directed by a committee who are elected by the Tennis members at an ABM in October. Appointed representatives are a captain, vice-captain, secretary/ treasurer and ten other members who shall form a committee responsible for the management of the tennis section. The powers of the tennis committee will be limited to matters pertaining to the game. Other matters may be discussed and recommendations made to the management committee.

The Clarkston Bowling & Tennis Club Management Committee





Clarkston Tennis Club Committee



2.7 Current Club Contact Details (as at February 2010)

Clarkston Tennis Club is located at
 Clarkston Bowling & Tennis Club
 127 Eastwoodmains Rd,
 Clarkston,
 Glasgow,
 G76 7HD

E-mail: clarkstonbtc@googlemail.com
 Web: www.clarkstonbtc.org.uk

Office Bearers & Trustees:

Captain	Errol Hornstein	errol.horn@tiscali.co.uk
Vice Captain	Iain Coventry	iaincov@hotmail.com
Secretary / Treasurer	Tom MacPherson	tommacpherson@tiscali.co.uk
Membership Secretary	Leslie Taylor	graemeandlesley@ntlworld.com
Gents Match Secretary	David Evans	david.evans@ggc.scot.nhs.uk
Ladies Match Secretary	Patricia Darge	pdarge@talktalk.net
Court Development	Carol Milne	speedbird_uk@yahoo.com
Mini Development	Sandra Leitch	frog_on_a_lilly_pad@hotmail.com
Junior Development	Norman Robinson	norman.robinson1@ntlworld.com
Club Coach	Hannah Pickford	hannahpickford@hotmail.com

3. Vision, Values & Aims

3.1 Vision

Clarkston Tennis Club vision is

“To be a vibrant, healthy and progressive club that thrives on providing enjoyable tennis playing opportunities for its members and the wider public”



3.2 Mission

Our mission is

“Promoting and encouraging the playing and enjoyment of tennis for all ages, abilities and backgrounds for the community of Clarkston and the visiting public”

3.3 Values

The values that will underpin all the Club’s activities are:



- To be welcoming to all ages, abilities and backgrounds
- To provide an atmosphere of positive encouragement to all those wanting to play tennis
- To have a progressive and contemporary approach to promoting the sport and the Club
- Demonstrate financial propriety
- Safety consciousness & accountably protective towards children and youth
- Continuous improvement of the Club and its facilities
- Transparency in our communication and administration of the Club

3.4 Strategic Aims

The following are the club's strategic aims in pursuing its mission

- To contribute to the health and vitality of Clarkston, and the surrounding area, by raising the profile of tennis and making the sport more readily accessible to the local community.
- To provide a welcoming, safe, responsible & relaxing atmosphere for members & visitors
- To encourage more people, particularly youth, to play tennis and contribute to the running and vitality of the Club.
- To facilitate opportunities for people to develop their tennis playing abilities and to progress in the sport.
- To maintain and enhance the quality of tennis playing facilities, the clubhouse and its environs and keep under review future short and longer term development opportunities.





4. SWOT Analysis

The below analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) affecting Clarkston Tennis Club at present. It aim is to identify the internal and external factors that are favorable and unfavorable to the club and give guidance as the objective against which the club should target it development objectives.

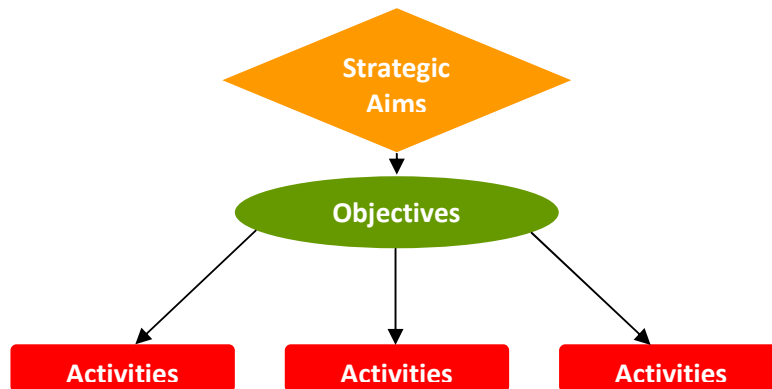
<p style="text-align: center;"><u>STRENGTHS</u></p> <ol style="list-style-type: none"> 1. Good location is centre of active community 2. Good facilities for all hire compared to comparable facilities available to local members 3. Good core membership who are loyal to club 4. Strong ladies team attracting top female tennis players 5. Family focused membership 6. Licensed facility 7. Club Coach and team 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ol style="list-style-type: none"> 1. The existence of the clubhouse is heavily influenced by the strength and support of the other sections which make up CB&TC 2. Bowling membership is dwindling due to aging profile & the sports general image. 3. Poor uptake from members to fullfil committee positions 4. Significant and aging facility incurring significant utility costs and potential for significant repair costs. 5. Current income does not match expenditure 6. Club only has 3 all weather courts 7. Blasé surface not attracting membership 8. No designated mini Zone
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ol style="list-style-type: none"> 1. Tennis Increasingly Popular due to Andy Murray and general good image of sport 2. Good catchment area for junior members 3. Relatively affluent area making membership relatively affordable. 4. Lack of local community halls with bar facilities resulting in high demand for hall hire from non members. 	<p style="text-align: center;"><u>THREATS</u></p> <ol style="list-style-type: none"> 1. Strong local Tennis club at Giffnock with full time coaching and 6 all weather courts 2. Local area provides high number of other sporting & interest clubs making retention of junior members difficult 3. Good local Secondary schooling provides most children with chase to go university or further afield for careers. This results many teenagers young adult moving away

5. Development Strategy



5.1 Introduction

This Section of the Plan sets out how the Club will go about achieving its vision and strategic aims by relating these to seven short to medium operational objectives



5.2 Objectives

The Club's core operational objectives are to:

1. Conduct an "open door" policy to encourage new members and visitors to come and enjoy playing tennis.
2. Communicate the opportunities and activities of the Club with the membership, visitors and the wider community.
3. Maintain and continually review ways of improving the Club's internal and external physical fabric, equipment and environs.
4. Encourage more young people to play tennis and participate in the Club, by working in partnership with local schools, and other interested groups or bodies.
5. Encourage and facilitate ways for people to develop and advance their game by participating in coaching programmes and competitive tennis.
6. Run social and competitive events and activities to enhance enjoyment of the Club for members and visitors.
7. Run the Club in line with recognised best practices and work towards achieving accreditation under LTA's Tennis Clubmark programme.



5.3 Activities

We have proposed one or more specific practical activities that we will undertake to achieve the objectives.

Objective 1:

Conduct an “open door” policy to encourage new members and visitors to come and enjoy playing tennis.

Activities:

1. Run an annual “opening of season” social and tennis playing event for members and visitors
2. Review and modify as appropriate the design and signage of the Club entrance, together with Club policy, in ways that make use of the facilities more attractive, welcoming and accessible to visitors.
3. Aim to increase total membership from the 2010 season level by 30% to 82 by 2012, with the emphasis on attracting more junior & mini members.

Objective 2:

Communicate the opportunities and activities of the Club with the membership, visitors and the wider community.

Activities:

1. Maintain and regularly update the Club’s website.
2. Produce an annually or bi-annually updated promotional leaflet for distribution at the Club and targeted locations throughout the Clarkston and the surrounding area.
3. Provide periodic posters, news and other press releases to the local press to maintain and raise the profile of the Club’s activities and facilities.
4. Look to develop corporate sponsorships / partnerships with local businesses, including Hotels and B&B’s to promote the Club and attract visitors and potential new members.

Objective 3:

Maintain and continually review ways of improving the Club’s internal and external physical fabric, equipment and environs.

Activities:

1. Carry out a comprehensive review of the Club’s internal and external facilities and grounds and draw up a programme for future maintenance, developments and improvements. This would include:
 - a. Provision of at least one permanent purpose built “mini-tennis” court/Zone
 - b. Resurfacing of All weather surface on Courts 4, 5 & 6
 - c. Replacement of Blasé Court surface for all weather alternative
 - d. Review of the internal decor, furnishings and facilities of the Clubhouse to make them more appealing and fit for purpose for a wider spectrum of members and to make the Clubhouse more marketable as a meetings / events venue.
 - e. Consideration to Improved disable access to both clubhouse and courts



Objective 4:

Encourage more young people to play tennis and participate in the Club, by working in partnership with local schools, and other interested bodies.

Activities:

1. With Area Development Officer, run local initiatives to provide an entry route into the sport for primary age children.
2. Develop a closer partnership with Williamwood High School to encourage and facilitate use of the courts during curricular and afterschool times to encourage engagement in the sport by senior school children.

Objective 5:

Encourage and facilitate ways for people to develop and advance their game by participating in coaching programmes and competitive tennis.

Activities:

1. Organise a year round mini tennis and tennis development programmes and annual tennis "camps".
2. Facilitate provision of coaching for junior and senior squads, adult beginners and individuals as required.
3. Encourage players of all ages, but particularly juniors, to take part in competitive tennis within and outside the Club.

Objective 6:

Run social and competitive events and activities to enhance enjoyment of the Club for members and visitors.

Activities:

1. Continue to organise tennis fun days, American Tournaments and other competitions within the Club and in association with other local Clubs.
2. Continue to run the annual Club Championships.
3. Organise regular fund raising activities and events to support the Club's income generation.

Objective 7:

Administer the Club in line with recognised best practices and work towards achieving accreditation under LTA's Tennis Clubmark programme.

Activities:

1. Use the Tennis Clubmark accreditation programme as a framework for ensuring that appropriate policies and documentation necessary to safeguard the interests and well being of the Club, its members and visitors, are in place and kept up to date.
2. Appoint a lead person from within the Club to take forward Tennis Clubmark accreditation.