



## Hutt Valley Tennis Participation Strategy 2020

The Participation Strategy outlined in this document aims to fully utilise tennis facilities in the Hutt Valley and to improve accessibility for the whole community.

### Executive Summary

During the 2019/20 season, Hutt Valley Tennis (HVT) obtained grant funding from KiwiSport to increase community participation in tennis, and in so doing, enhance the overall wellbeing of families in the Hutt Valley. Marc Paulik was contracted by HVT as Participation Manager (PM) to research ways to increase tennis participation using the HVT network. This has culminated in a Participation Strategy which resolves challenges to increasing participation voiced by the Hutt Valley Tennis community. HVT is reliant on each member club to want to implement the Participation Strategy and clubs are reliant on HVT to perform our roles and responsibilities with excellence.

#### **The focus of the Participation Strategy is on increasing participation in four priority areas:**

1. Number of members
2. Proportion of members that participate in interclub
3. Proportion of members that participate in tournaments
4. Proportion of members that participate in social club tennis.  
'Social' includes playing in night leagues, club tournaments (e.g. club champs and Parent-Child), business house, club days, serving on club committees, volunteer coaching, or running events.

Priority has been placed on participation in these four areas because members are more likely to be retained when they enjoy social and competitive match-play and/or are engaged and able to contribute to their club community. Interclub and tournaments extend the use of Mitchell Park and will ensure the viability of HVT.

**The Participation Strategy** is comprised of a Recruitment, Development, and Excellence process.

- Recruitment strategies reach out to the community. They invite people to 'give tennis a go' and to learn how they can 'enjoy more tennis' within the HVT network. Recruitment initiatives are aimed at growing club membership, club social tennis, and casual play.
- Development strategies 'improve the tennis and club experience for everyone'. Development initiatives are aimed at attracting and retaining: members, volunteers, club managers, coaching organisations, and casual players.
- Excellence strategies perpetuate success by 'looking after tennis players' in clubs that are at full capacity. Excellence initiatives are aimed at continual improvement of the tennis experience, operating efficient management systems, and planning for the future.

Recruitment Initiatives <i>Attract new players</i>	Development Initiatives <i>Retain and progress members Easier to run a club</i>	Excellence Initiatives <i>Thriving members and facilities</i>
<ul style="list-style-type: none"> <li>• Tennis Fest</li> <li>• Primary/Intermediate club tournament</li> <li>• Love Tennis</li> <li>• Tennis in Schools</li> <li>• Tennis in the Community</li> <li>• Club Try Outs</li> <li>• Tennis Advertising</li> <li>• Tennis Ambassadors</li> <li>• Tennis Partners</li> <li>• Tennis Express</li> </ul>	<ul style="list-style-type: none"> <li>• Club Spark</li> <li>• Membership payment options</li> <li>• Pay to Play</li> <li>• Volunteer recruitment and support</li> <li>• Club Manager</li> <li>• Club Social Tennis</li> <li>• Coaching Programmes</li> <li>• HVT Showcase events</li> </ul>	<ul style="list-style-type: none"> <li>• Systems that can manage high participation volume and ensure member satisfaction and sustainability</li> <li>• Develop a new HVT Strategic Plan</li> </ul>

**A Participation Analysis Tool** is provided to assist clubs and HVT to set participation targets and track progress across the four priority areas: membership, interclub, tournament and club social tennis. Using this tool, initiatives that are successful in raising participation can be identified and promoted among the Hutt Valley clubs. The tool helps to analyse whether recruitment, development or excellence strategies would be best employed to raise participation depending on the stage of the club's development.

Participation Analysis Tools populated with data from an example club are shown below. The one on the left shows the baseline situation, before the club implements recruitment and development initiatives of their choice. The one on the right shows projected data 5-years later. It is realistic for Hutt Valley clubs implementing the participation strategy to grow to between 200 and 350 members (depending on club size). The follow-on affect would be increases to interclub, tournament, and club social tennis participation. At a glance, there is a noticeable movement from LOW participation shown in grey to HIGH participation shown in yellow. White areas show where there are MEDIUM levels of participation.

XYZ Club before introducing initiatives					XYZ Club 5-years later				
Category	Performance		Targets		Category	Performance		Targets	
	Number	%	LOW under	HIGH over		Number	%	LOW under	HIGH over
<b>Junior</b>					<b>Junior</b>				
U12 years	65		40	90	U12 years	90		40	90
12+ years	25		30	60	12+ years	60		30	60
<b>Total Junior</b>	<b>90</b>				<b>Total Junior</b>	<b>150</b>			
Interclub	28	31%	40%	60%	Interclub	75	50%	40%	60%
Tournament	13	14%	20%	40%	Tournament	32	21%	20%	40%
Social	45	50%	40%	60%	Social	100	66%	40%	60%
<b>Adult</b>					<b>Adult</b>				
19-34 years	25		30	50	19-34 years	50		30	50
35+ years	40		40	60	35+ years	60		30	60
<b>Total Adult</b>	<b>65</b>				<b>Total Adult</b>	<b>110</b>			
Interclub	30	46%	40%	60%	Interclub	53	48%	40%	60%
Tournament	12	18%	20%	40%	Tournament	27	25%	20%	40%
Social	50	77%	40%	60%	Social	70	64%	40%	60%

## All of us working together on the Participation Strategy

HVT is a collective of over 1100 players, coaches, facilities operators, volunteers, sponsors, and contractors. Within this pool of people are many skills and talents which are given freely and professionally for the tennis community. This strategy suggests tasks and roles that could meet in a coordinated way to grow tennis participation in the Hutt Valley. Tennis NZ, Tennis Central and Sport Wellington (KiwiSport) are also important contributors to success.

- The role of HVT will be to secure funding for the Participation Manager to coordinate this strategy so that in the next 3-5 years the Hutt Tennis system will be achieving the aims of the strategy. HVT resolves to create excellent facilities and ensure interclub, tournaments and events are well run.
- Clubs will define their response to the strategy and will be able to draw on the Participation Manager, coaching organisations and the talents of volunteers to grow the enjoyment of tennis in their community and ensure the sustainability of their club. New options such as engaging a club manager may support clubs to achieve their goals.
- Coaching Organisations are available, equipped with national programmes and are vital to the success of this strategy. There are new opportunities for Hutt Valley clubs to engage the professional services of coaching organisations to implement recruitment and development initiatives outlined in this strategy. Coaches help players to become confident participants in interclub, tournaments and social club tennis and to have a lifelong enjoyment of tennis.

## Financial Models

The Participation Manager has compiled financial model options for clubs to consider such as: pay membership by instalment, pay to play and membership increases. Some of these models will be made easier to implement once supportive IT systems are up and running e.g. Book a Court. The financial models open access for more people to play tennis at times that suit them, provide more affordable playing options, and provide a means for professional club management to be incorporated into club operations.

## Foundations of the strategy and the future

The Participation Strategy has been developed from extensive data gathering, research and consultation with tennis clubs, players, teachers, sports coordinators, coaches, tennis industry, Tennis NZ, Tennis Central, Hutt Valley Council 'Active' groups, and Sport Wellington. HVT would like to thank these groups for contributing insights to inform this strategy. Funding to engage the Participation Manager for at least 2 more years would be ideal to help with implementing, coordinating, and embedding the initiatives. This strategy will position tennis as a thriving and successful sport with a wide range of tennis activity for people of all ages, experience, and personal tennis goals.

## Content underpinning the HVT Participation Strategy

*(Available in the long version of the Participation Strategy)*

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# 1 What is the problem to be solved? – The HVT Participation Review

During the 2019/20 season the Participation Manger undertook a comprehensive club review with seven Hutt Valley tennis clubs. Participating clubs provided information on club membership, facilities, equipment, communication systems, club systems (IT, contracts, policy, volunteers, meetings), finances, club events, interclub teams, links with schools, coaching systems and incorporation of Tennis NZ programmes. Coaching organisations also provided insights on the coach’s role in raising participation and the enjoyment of tennis. HVT noted that increased club participation would have a flow on effect of increasing utilisation of Mitchell Park and ultimately enabling a reduction in fees.

Summary of HVT Participation Review 2019-2020	
Strengths	Challenges
<p>There is an extensive range of social and competitive match-play opportunities for adults including: club-based night leagues, club days, business house tennis, club champs and interclub (Junior – Veterans). As a result, Hutt Valley clubs have the highest participation in the 35+ age demographic (465 club members, 42% of club members).</p>	<p>Club membership in the 19-34 age demographic is very low (4.3%) There is a lack of competitive match-play for teenagers 16+, and a high dropout rate between 16-18 years. This raises concern for the long-term viability of adult interclub.</p>
<p>Two clubs have high participation in the U12 demographic (Petone - 109, Wainuiomata - 103). These clubs have delivered tennis in schools programmes and advertised tennis to schools on a consistent basis over the past 5-6 seasons. The Lower Hutt Tennis Club has commenced a tennis in schools programme during the 2019-20 season, and Maungaraki Tennis Club is in the process of organising tennis in schools for 2020/21.</p>	<p>There are several clubs with low U12s and teenage junior participation (&lt; 30 members). Most clubs indicated that they do not have an active communication link with local schools, or a tennis in schools programme. Most schools questioned have indicated that tennis does not feature within the school sports programme, or as a priority sport.</p>
<p>The Hutt Valley has a strong representation in adult premier interclub competitions. For the 2020/21 season there will be two Premier 1 Men’s teams (Avalon, Maungaraki) and two Premier 1 Women’s teams (Lower Hutt, Pinehaven), one Premier 1 Men’s’ team (Lower Hutt) and one Premier 2 Women’s team (Lower Hutt), two Premier 3 Men’s teams (Avalon, Maungaraki) and two Premier 3 Women’s teams (Avalon, Maungaraki), and two Premier 4 Men’s’ teams (Stokes Valley, Wainuiomata) and two Premier 4 Women’s teams (Lower Hutt, Stokes Valley). In total the Hutt Valley contribute 14 teams (23%) of teams to the regional competition.</p>	<p>The women’s divisional interclub competition has no teams, which makes it difficult for girls to see a pathway to long term competitive tennis participation. Junior interclub was reformatted in the 2019/20 season to combine boys’ and girls’ teams due to an insufficient number of female tennis players. Female participation in competitive tennis is an area of concern. There is low membership from ethnically diverse groups in some clubs. The Voice of Participant survey 2019 carried out by Sport NZ using Neilson shows that Māori members more strongly promote their tennis club compared to other respondents meaning there is huge potential to increase participation in Māori whānau.</p>

<p>Clubs through the hard work of volunteers deliver an extensive list of member entitlement benefits to club members, which presents tremendous value for money. Clubs deliver court access, social and competitive match-play, club events (e.g. club champs, club tournaments), walk on access at Mitchell Park, governance from club management, HVT and TNZ services, and coaching (juniors). Clubs have started to run Love Tennis promotions which make tennis more welcoming to potential members.</p>	<p>Clubs indicated that there is a low level of advertising of club memberships through community channels such as schools, businesses, social media, council etc., and any advertising and promotion normally only occurs in the lead up to the tennis season. The awareness, visibility, and accessibility of tennis in the Hutt Valley is an area for improvement.</p>
<p>All clubs offer the opportunity for people to play tennis from 5 years of age right through to old age. There are junior beginner programmes at clubs for 5-6-year olds, and there are people in their late 80s and early 90s playing in the Friday and Lighthouse Presidents league. This is a unique advantage over other sports – especially team contact sports. The parent-child tournaments delivered at HV clubs during the 2019/20 season were entered by 230 participants. Some clubs indicated that they have established adult beginner programmes to attract new adult club members and assist with skills to participate in club events and play with friends and family.</p>	<p>Participation in junior interclub and tournaments has been recorded at a low level across most clubs. The average for all HV clubs is that 34% of junior club members participate in interclub, and 11% participate in tournaments. Juniors are more likely to be retained as club members if they enjoy the experience of participating in match-play events. Junior tournament participation is at a level of participation where running tournaments is nearly not viable, and there have been age group events cancelled in 2019. The HV Xmas Tournament, which is an annual showcase event has decreased from 344 players in 2012 to 60 players in 2018.</p>
<p>Some clubs offer free entry-level participation in the form of Community Play sessions trying out junior club days, or adult leagues before joining the club. All 9 Hutt Valley clubs have agreed to hold a Tennis Fest which delivers a free entry tennis event to over 1,500 HV students in the lead up to the 2020/21 tennis season. Most clubs are part of the Love Tennis (LT) weekend, and Maungaraki TC signed 40 new junior members at LT in 2019. Some clubs offer families the option to pay membership fees in instalments upon request. Most clubs indicated that there is free equipment for members to use such as racquets and balls.</p>	<p>Clubs operate on an annual club membership subscription that requires a lump sum membership fee payment at the beginning of the tennis season. This membership fee payment model means that tennis is a significant cost/benefit decision for members each year, especially for families with children who are involved in multiple sports and activities. Advertising a pay by instalment model would change the perception of tennis being an expensive sport to play, to presenting tremendous value for money.</p>
<p>There is an extensive network of volunteer management and contributions to the running of tennis events, activities, and coaching across the HVT and clubs. Volunteers enrich the lives of people in the HV community through their effort and the care they invest in the sport. HVT and clubs have established committees with officers in key roles, and a system of monthly committee meetings and an AGM. Interclub, tournaments, and events are run by volunteer interclub convenors (HVT and clubs)</p>	<p>Volunteer retention and volunteer workload is a significant challenge for clubs. Sports organisations that are delivering the best service and product are in the best position to attract and retain club members and volunteers. Sports such as Cricket, Netball, Touch Rugby, and Basketball combine volunteer and professional paid management, whereas tennis in the HV is exclusively delivered on a volunteer management-based model.</p>

<p>Over the past several years, coaching organisations have begun to establish development coaching programmes at HV clubs. There is currently enough interest from coaching organisations in working on tennis development in the Hutt Valley to set up programmes at all HV clubs. The HV coaching group has connected with the PM throughout the 2019/20 season on HV tennis development and attended a physical literacy workshop with Sport Wellington. Three Hutt Valley clubs established Development Coaching programmes over the 2019/20 season (Avalon, Lower Hutt, Wainuiomata), two clubs established Development Coaching during the 2017/18 season or earlier (Pinehaven, Muritai), and two clubs plan to establish Development Coaching in the 2020/21 season (Petone, and Maungaraki).</p>	<p>Coaching contracts do not currently utilise coaching organisations for specific club membership recruitment, or club development work. Tennis NZ participation programmes and physical literacy principals are yet to be fully implemented into coaching programmes however many coaches are gaining TNZ qualifications. Junior Club Day coaching is challenging to deliver due to the high volume of juniors relative to the number of coaches and volunteers. Increasing participation by parents and teens in coaching sessions is an area for development.</p>
<p>Avalon Tennis Club is using ClubSpark for member management. Several clubs use accounting packages to facilitate the processing of membership fees</p>	<p>The Club Spark IT system is available to reduce the administrative burden for volunteers and improve member experience e.g. ease of joining.</p>

## 2 Measurement of Participation – Participation Analysis Tool explained

Membership of HVT has fluctuated over the last 10 years in the range of 1033 and 1286 with an average of 1140 members. In April 2020 membership stands at 1104 (3% below the 10-year average). In the first year of having a PM, membership has grown by 71.

The HVT Participation Strategy focuses on increasing participation in the following priority areas:

1. Number of members
2. Proportion of members that participate in interclub
3. Proportion of members that participate in tournaments
4. Proportion of members that participate in social club tennis.
  - ‘Social’ includes playing in night leagues, club tournaments (e.g. club champs and parent-child), business house, club days, serving on club committees, volunteer coaching, or running events.

Priority has been placed on participation in these four areas because members are more likely to be retained when they enjoy social and competitive match-play and/or are engaged and able to contribute to their club community. Interclub and tournaments are a priority for HVT because they extend the use of Mitchell Park and will ensure the viability of HVT.

**The Participation Analysis Tool** is an objective method for analysing tennis participation and can be used by clubs and HVT:

- To set targets for club membership, interclub, tournaments, and social club tennis.
- To track progress toward the target.
- To assess the effectiveness of a strategic initiative in achieving the target.

Using this tool, initiatives that are successful in raising participation can be identified and promoted among the Hutt Valley clubs. The tool helps to analyse whether recruitment, development or excellence strategies would be best employed to raise participation depending on the stage of the club's development.

Participation Analysis Tools populated with data from an example club are shown below. The one on the left shows the baseline situation, before the club implements recruitment and development initiatives of their choice. The one on the right shows projected data 5-years later. It is realistic for Hutt Valley clubs implementing the participation strategy to grow to between 200 and 350 members (depending on club size). The follow-on affect would be increases to interclub, tournament, and club social tennis participation. At a glance, there is a noticeable movement from LOW participation shown in grey to HIGH participation shown in yellow. White areas show where there are MEDIUM levels of participation.

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<b>Total Adult</b>	<b>65</b>				<b>Total Adult</b>	<b>110</b>			
Interclub	30	46%	40%	60%	Interclub	53	48%	40%	60%
Tournament	12	18%	20%	40%	Tournament	27	25%	20%	40%
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### How to use the Participation Analysis Tool

The club sets LOW and HIGH participation levels for Junior and Adult categories of membership based on local factors such as: number of courts, population of surrounding suburbs, numbers needed for the club to break even, numbers needed to run viable programmes and club development stage. Levels can be adjusted if the club's situation changes. Clubs can access data from Promato/ClubSpark (club membership software) and Match Hub. The Participation Manager can assist with set up of the clubs Participation Analysis Tool.

### 3 The Hutt Valley Tennis Participation Strategy

The Participation Strategy is a systematic approach that assists club management, HVT, and coaching organisations to: attract new players, retain and progress members, make running of a club easier for volunteers, increase use of tennis facilities through greater participation in interclub, tournaments, and club social tennis.

The three components of the Participation Strategy work on continuum and in tandem starting with recruitment, then development and finally excellence. The HVT Participation Review showed that there are already areas of excellence operating in clubs. This strategy aims to resolve challenges identified in the review and has the potential to help clubs reach and retain HIGH participation levels as defined by the Participation Analysis Tool

#### a. Recruitment Strategy and Initiatives

Recruitment strategies reach out to the community. They invite people to ‘give tennis a go’ and to learn how they can ‘enjoy more tennis’ within the HVT network. Initiatives are aimed at growing club membership, club social tennis, and casual play. Players who are unsure about whether they want to join a club will find clubs more accessible through free sessions or short term pay to play options such as joining in a club event or club days. HVT supports national strategies which aim to increase participation by girls, teens, Māori, and Pasifika. We have trialled ‘Whānau Day’s’ on a Sunday at Mitchell Park. Clubs are well positioned throughout the Hutt Valley to reach this demographic.

Clubs may choose recruitment initiatives from the table below to support growth in membership to a HIGH level. Each of these initiatives must be supported by high quality club collateral so players to know what your club offers, how to access these options and most importantly, how to become a member. The Participation Manager has successfully piloted several of these initiatives during the 2019/20 season including: delivering tennis sessions at community events, parks and public courts; establishing Tennis Express sessions; facilitating Parent-Child Tournaments; organising a HVT Parent-Child Event and a Wainuiomata Club Tennis Fest. Clubs may draw on the Participation Managers expertise to implement initiatives.

The Participation/Logistics column provides an idea about people and resources that would be required to support each initiative. There are many creative ways to bring about desired outcomes such as partnering with community organisations such as schools, businesses, community hubs, libraries, and local council.

Tennis Promotion	Description	Participation/Logistics
Tennis Fest (TF)	The TF is for school students to participate in a tennis event at their local club in the weeks leading up to Love Tennis and the tennis season. The TF primarily targets participation by for beginner/intermediate level kids who have not played much tennis before but would love to try playing tennis at their local club or try a new sport. Clubs have an opportunity to meet 200-250 new juniors, show them what the club has to offer, and hand out club membership and	Participants: Free <ul style="list-style-type: none"> <li>• 200-250 per club</li> <li>• 1,500+ across HV</li> </ul> Project Management: <ul style="list-style-type: none"> <li>• PM</li> <li>• Head Coach</li> <li>• Club President</li> </ul> Coaches: <ul style="list-style-type: none"> <li>• 1 Head Coach per TF</li> <li>• 1 Assistant Coach per TF</li> </ul>



	<p>coaching programme advertisements. The TF involves students being transported from school to the club by bus (organised by the PM, or students walk if within distance) where they first receive a welcome speech from a club representative and the club coach, followed by 1 hour of tennis games, instruction, and competitions. The TF is confirmed at all 9 clubs for the 2020/21 season.</p>	<p>Volunteers:</p> <ul style="list-style-type: none"> <li>• 3-4 to assist with on court session</li> <li>• 1-2 to manage off court logistics</li> </ul> <p>Cost to club:</p> <ul style="list-style-type: none"> <li>• Bus: \$350 - \$550</li> <li>• Coaching: \$300</li> <li>• Advertising: \$50</li> <li>• Total: approx. \$800</li> </ul>
<p>Primary Intermediate Club Tournament (P-I tournament)</p>	<p>The P-I Club tournament is for around 300 school students to experience a novice Primary/Intermediate tennis event at the local tennis club. The P-I Club Tournament can be inaugurated by the PM, Junior Convenor, and club coaches in September 2020. This club-based tournament targets intermediate/novice level kids with some tennis experience i.e. Can play a game of tennis under guidance and with modified rules. Kids with this level of experience traditionally have been unwilling to enter the Primary/Intermediate tournaments, and those who do enter are mismatched against the opposition. Tournament and match formats will include fast scoring, round robin rather than knockout, underarm serving, and be completed within a 2-hour timeframe. Clubs can advertise club memberships, and recruit players for novice interclub during the tournament.</p>	<p>Participants: Free</p> <ul style="list-style-type: none"> <li>• 30-50 per club</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• PM</li> <li>• Head Coach to work with the PM to advertise to schools, organise draw and format, and deliver the tournament</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>• Head Coach</li> </ul> <p>Cost to club:</p> <ul style="list-style-type: none"> <li>• Certificates: \$10</li> </ul> <p>Prizes: \$30 (e.g. trophies) optional</p>
<p>Love Tennis (LT)</p> <p><a href="https://lovetennis.kiwi/about/">https://lovetennis.kiwi/about/</a></p>	<p>LT is the annual TNZ open day event founded by Mel Jansen (Tennis Central Participation Manager). LT is a way for clubs to advertise a registration day to the community. Members and non-members participate in casual and organised tennis games in a fun festival type atmosphere. Mel runs workshops for clubs about how to maximise the impact of LT on increasing membership. Clubs may choose to offer new member discounts, or sign with a friend discount. It is also recommended that clubs use LT to reconnect with existing members by inviting previous season members to a match-play social event at 4pm on the Saturday or Sunday to open the new season.</p>	<p>Participants: Free</p> <ul style="list-style-type: none"> <li>• 100+ per club</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• Tennis NZ</li> <li>• Club management</li> <li>• Coaching Organisation</li> <li>• Volunteers:</li> <li>• Club Management (5+)</li> <li>• Coach (1-2)</li> </ul> <p>Cost to club:</p> <ul style="list-style-type: none"> <li>• Registration fee (\$600)</li> <li>• Advertising (\$200)</li> <li>• Prizes (\$100)</li> <li>• BBQ (\$100)</li> <li>• Total: approx \$1000</li> </ul>
<p>Tennis in Schools</p>	<p>Tennis in Schools Programmes are an effective way to increase junior club membership participation.</p>	<p>Participants: Free</p> <ul style="list-style-type: none"> <li>• 200 per school</li> <li>• 750+ per club</li> </ul>

	<p>Programmes can include:</p> <ul style="list-style-type: none"> <li>• Tennis delivery on the school grounds or opening the club facilities for school use during PE times (i.e. the school comes to the club)</li> <li>• Tennis Ambassadors in schools. They supervise tennis activity during lunch or after school. This has been proven an effective way of advertising tennis by Mel Jansen (Tennis Central Participation Manager).</li> <li>• Communication with principals, sports-coordinators, teachers, and students about tennis promotions (e.g. LT, TF) and what the club has to offer.</li> </ul> <p>A Tennis in Schools programme design and coaching plan which has been peer reviewed by Sport Wellington and Sports Co-ordinators is available on request from the PM.</p>	<p>Project Management:</p> <ul style="list-style-type: none"> <li>• Participation Manager</li> <li>• Head Coach</li> <li>• Club Management (delegate e.g. junior convenor)</li> <li>• School contact</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>• Not required but club management/member invited to assist</li> </ul> <p>Cost:</p> <ul style="list-style-type: none"> <li>• Coaching fees as agreed with the club coaching organisation, or school</li> <li>• 9 x Hotshots nets (\$1,620)</li> <li>• 60 x Racquets (\$1,800)</li> <li>• 300 x balls (\$600)</li> <li>• 100 x court markers (\$50)</li> </ul>
<p>Take Tennis to the Community  (Community Events, Parks and Public Courts)</p>	<p>The PM, clubs and coaching organisations set up nets, racquets, balls and court markers at community events, parks, public tennis courts, and other places where people congregate. This increases awareness of tennis in the community and people who enjoy having a go will be provided with information about:</p> <ul style="list-style-type: none"> <li>• Free Club Try Out sessions</li> <li>• Tennis events such as LT, P-C and P-I Tournaments</li> <li>• What tennis clubs have to offer</li> <li>• How to join a club</li> <li>• Coaching programmes available</li> <li>• How to register for coaching</li> </ul>	<p>Participants: Free</p> <ul style="list-style-type: none"> <li>• 500 per club annually</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• PM</li> <li>• Head Coach</li> <li>• Club management</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>• Coach (1)</li> <li>• Club Management (1)</li> <li>• Club members (2)</li> </ul> <p>Cost to club:</p> <ul style="list-style-type: none"> <li>• 3 Hotshots nets (\$540)</li> <li>• 20 racquets (\$600)</li> <li>• 30 balls (\$50)</li> <li>• Advertising (\$20)</li> </ul>
<p>Club Try outs  (Invite the Community to the Club)  Community Play  'Whānau Days' at Mitchell Park and links with clubs</p>	<p>Advertise a range of free or low-cost club try out sessions, LT, TF, P-I and P-C tournament to the community.</p> <p>The try out sessions could be:</p> <ul style="list-style-type: none"> <li>• Free court access at certain times and dates (e.g. Sunday mornings once per term from 10am-12pm).</li> <li>• 1-2 free try out sessions for junior or senior club days, for new members, or for friends of a member.</li> </ul>	<p>Participants: Free</p> <ul style="list-style-type: none"> <li>• 200 per club annually</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• PM</li> <li>• Club management</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>• Club Management (2)</li> </ul> <p>Cost to club:</p>

	<ul style="list-style-type: none"> <li>Community event held at the club once per year for members and non-members e.g. Fish and Chip Friday where families come for a game at the club and make a small donation.</li> </ul> <p>A club representative would be on site to organise the club try out, and discuss how to join the club, and what the club has to offer.</p>	<ul style="list-style-type: none"> <li>No cost</li> <li>Have equipment available for use i.e. racquets, and balls</li> </ul>
Tennis Partners	<ul style="list-style-type: none"> <li>Identify Tennis Partners who are willing to share tennis communications to their databases e.g. Active in the Hutt, Community Hubs, winter sports codes.</li> <li>Tennis Central, TNZ, City Councils, Sport Wellington and other Tennis Partners run recruitment opportunities and training sessions to support clubs.</li> </ul>	Establish reciprocal agreements with winter codes to promote sport to one another's database
Tennis Xpress	Coaching Organisations could run this 6-week Adult Beginner Programme at your club to attract new members.	
Tennis Advertising	<p>Showcase what the club has to offer and how to become a club member in a variety of ways:</p> <ul style="list-style-type: none"> <li>Enhance clubs Facebook and websites with videos.</li> <li>Launch a marketing campaign with the help of volunteers with marketing and promotion skills, and/or a University intern that could get work experience under HVT to launch a marketing campaign for interested HV clubs.</li> <li>Ask coaches to advertise club membership along with their coaching programmes in schools and during public tennis promotions.</li> <li>Increase public visibility through signage in the community especially around LT, and during the recruitment stage e.g. hubs, libraries, pools, paid electronic signage in a public space advertising club membership and HVT website.</li> <li>Advertise internally to connect with club members about club membership, interclub, tournaments, and club events in a timely and efficient manner.</li> <li>Piggyback on nationwide tennis advertising undertaken by Tennis NZ through Club Spark websites and for national programmes that makes clubs and programmes easy to join.</li> </ul>	<p>Participation:</p> <ul style="list-style-type: none"> <li>1,000 people per club receive advertising communications</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>Club management</li> <li>Coaching Organisation</li> <li>HVT</li> <li>University Intern</li> </ul> <p>Cost to club:</p> <ul style="list-style-type: none"> <li>Advertising</li> <li>Boosted Facebook posts</li> <li>Signage</li> </ul>

## b. Development Strategy and Initiatives

Development strategies ‘improve the tennis and club experience for everyone’. They aim to attract and retain: members, volunteers, club managers, coaching organisations, and casual players. The focus is to have easy club systems for members and volunteers, player development programmes, enhanced tennis experiences and events. Clubs would expect to achieve HIGH club membership and MEDIUM levels of participation in interclub, tournaments, and club social tennis as defined by the Participation Analysis Tool.

Development initiatives have been narrowed to four areas of focus at this time: club systems, club access, club management models, and club programmes (includes coaching contracts, coaching programmes and HVT showcase events). Clubs are invited to choose initiatives from the table below that they would like to incorporate into a club plan. HVT and Coaching Organisations must prepare to deliver initiatives that they lead to a high standard. Coaching Organisations and Club Managers would be a valuable resource for clubs to organise coaching programmes; club social tennis schedules; player development and tournament activities.

Development Initiatives	Description	Logistics and benefits
Club Systems	<p><b>ClubSpark</b> for efficient, integrated IT systems including member management, ‘book a court’, website, event management, coaching. It is user friendly for online memberships &amp; court bookings. Saves volunteer time.</p> <p>Accounting systems to reduce treasurer workload</p> <p>Coach contracts</p> <p>Pre-season call to club members who have not re-joined</p>	<ul style="list-style-type: none"> <li>• Cost - Free</li> <li>• IT set-up support available from Tennis Central/TNZ</li> <li>• Enables pay to play bookings and payments</li> </ul> <p>Cost – variable</p> <p>Establish a clear relationship with a coaching organisation so that members can progress</p> <p>Personal contact may lead to person re-joining or obtaining valuable insights via an exit interview</p>
<p>Club Access</p> <ul style="list-style-type: none"> <li>• <i>More income streams</i></li> <li>• <i>Higher utilisation of courts</i></li> <li>• <i>More likely to attract grants</i></li> </ul>	<p>Buddy system for all new members as it is confusing joining a club</p> <p>Flexible member payment options with ‘pay by instalment’ being a mainstream option. This enables reduced fees for people joining or moving away (students) part way through the season and provides potential for a *second wave of recruitment.</p> <p>Pay to Play - court bookings, club days, tournaments and other activities are</p>	<p>Users feel welcome and know how to access club benefits</p> <p>User friendly instalment options change the perception from membership being too expensive to being good value when matched with benefits</p> <p>Casual players can access the club facility and may join.</p>

	<p>advertised to non-members who can book and pay online.</p> <p>HVT to research on how to increase the appeal of tennis programmes for low participation groups.</p>	<p>Likely to be popular for the 19-34-year olds.</p> <p>Opens participation in clubs' events to players who are members of another club</p> <p>Tailor tennis offering to user preferences</p>
Club Management	<p>Volunteer recruitment and support (role descriptions, club forums, club conference, Love Tennis training or HVT support)</p> <p>Club Manager role possibly shared with another club to provide professional and administrative services. This could include tennis promotion, running club events, processing registrations (interclub, events, club champs, and memberships), liaising with coaching organisations and tennis partners</p>	<p>Volunteers are equipped and confident in their roles and workload is shared</p> <ul style="list-style-type: none"> <li>Professional delivery of club priorities with attention to achieving HIGH participation. Potential to deliver a quality service, product, and tennis experience to members.</li> <li>Alleviates the burden on volunteers</li> <li>Cost – Will depend on numbers of hours of service required.</li> </ul>
Club Programmes	<p>Club calendar of well-run social club tennis (e.g. night leagues, tournaments such as club champs and Parent-Child, business house, club days, working bees and fundraisers)</p> <p>Coaching programmes run by coaching organisations with TNZ accredited coaches who apply physical literacy components</p> <ul style="list-style-type: none"> <li>Junior club play</li> <li>TNZ programmes for beginner adults and juniors</li> </ul> <p>Showcase club events and tournaments</p>	<p>Fun, social, well-organised, workload shared, caters to all ages and stages, attracts maximum participation</p> <p>Player and developmental coaching options are available so all members can develop skills that maintain their participation in the game long term and movement from social into competitive tennis.</p> <p>Cost – mix of club contract and user pays.</p>
HVT Showcase events	<p>A description of these events is provided below</p>	
<ul style="list-style-type: none"> <li>Hutt Valley Xmas Tournament</li> </ul>	<p>The Hutt Valley Xmas Tournament has been a popular annual event for over 30 years. However, participation has declined from 344 to 60 participants from 2012 – 2018. It is recommended that HVT reviews this event including dates,</p>	<p>Participants (target):</p> <ul style="list-style-type: none"> <li>100 HV interclub juniors (approx. 50% of HVT junior interclub players)</li> <li>25 Wgtn juniors</li> <li>25 Kapi Mana juniors</li> </ul>

	<p>format, advertising, and potential for adding social activities e.g. Christmas present hunt in the gardens, a disco/BBQ, table-tennis, fastest serve competition etc. The HVT Xmas tournament could be reimagined as a Hutt Valley Junior Champs, with events organised in alignment with interclub grades and S grades in addition to the age group open section (player could participate in both events). The tournament could be linked into the HVT junior development model by advertising the tournament near the start of the season, and actively incentivising and recruiting participants throughout term 4. Scheduling of matches, so that each event is completed within 2 days (note Whanganui Open model).</p>	<ul style="list-style-type: none"> <li>• 30 other TC region juniors</li> <li>• 20 outside TC region juniors</li> <li>• Total 200 + juniors</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• PM/HVT</li> <li>• Tournament Director</li> <li>• Tournament organisers (2)</li> <li>• Umpires (2)</li> <li>• Cafe</li> <li>• Facility Manager</li> <li>• Entertainment organisers (2)</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>• Tournament organisers (2)</li> <li>• Cafe staff</li> <li>• Entertainment organisers (2)</li> </ul> <p>Cost to participant: entry fee</p>
<ul style="list-style-type: none"> <li>• Parent-Child Tournament (PC)</li> </ul>	<p>The PC Tournaments are a favourite tournament format for many Hutt Valley tennis families. PC tournaments present a powerful advertising platform to recruit new people to the sport through the identity of tennis as a family sport. The PM piloted the PC at 5 clubs over the 2019/20 season. It is recommended that HVT and clubs build the PC concept, identity, and participant experience to be considered as a major event on the Hutt Valley 'Active in the Hutt' sports calendar and invite non club members to participate. It is advisable that any combination of extended family members can enter as a doubles team, and there are novice and competitive draws to cater to all levels of experience. To create the best tournament experience, the event should conclude within a 3-4-hour timeframe, utilise fast scoring and round robin formats, and include a prize-giving and social.</p>	<p>Participants:</p> <ul style="list-style-type: none"> <li>• 15-20 teams per club</li> <li>• 50 teams HVT</li> </ul> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• PM</li> <li>• Club committee delegate for club P-C (e.g. Junior Convenor, or coach)</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>• 1-2 people to organise draws and deliver tournament</li> <li>• 1 person to manage off court logistics (e.g. photography, BBQ.)</li> </ul> <p>Cost to HVT:</p> <ul style="list-style-type: none"> <li>• Certificates: \$10</li> <li>• Prizes: \$50 (trophies, or other). Optional</li> <li>• Free court hire</li> </ul> <p>Cost to participant: Donation for HVT entry fee (any amount)</p>
<ul style="list-style-type: none"> <li>• Hutt Valley Championships (HVC)</li> </ul>	<p>The HVC has recently been run by Jacob Emery (Premier Tennis) for senior and junior players. The HVC is currently the only open adult tournament on the HVT calendar. It is recommended that clubs</p>	<p>Participants</p> <ul style="list-style-type: none"> <li>• 60 Men (around 7 per club)</li> <li>• 45 Women (around 5 per club)</li> </ul>

	<p>and HVT support the tournament organisers to establish this event as a prestigious senior Hutt Valley based tournament on par with the ‘Champion of Champions Tournament’ that was highly participated through the 1980s and 90s. To attract higher participation, it is advised that draws are divided into Premier and Divisional grades. For the junior grades it is recommended that semi-finalists and finalists are invited to compete in the HV Champs by junior age group. Like with the HVT Xmas Tournament, this event should be part of the HVT Participation Strategy tennis development model and be part of an incentivised recruitment project throughout the tennis season. The HVC is a great platform for bringing a majority of the keenest competitive tennis players together at the end of the tennis season for a tournament and social event.</p>	<p>Project Management</p> <ul style="list-style-type: none"> <li>• Tournament Director</li> <li>• Tournament assistant</li> <li>• PM</li> <li>• HVT</li> <li>• Club delegate to promote to club members (interclub captain)</li> </ul> <p>Volunteers</p> <ul style="list-style-type: none"> <li>• Umpires (2)</li> <li>• Café (2)</li> <li>• Bar (1)</li> </ul> <p>Cost to HVT</p> <ul style="list-style-type: none"> <li>• Court hire</li> <li>• Use of facilities</li> <li>• Tournament Director to pay a hire fee</li> </ul> <p>Cost to participant: entry fee</p>
<ul style="list-style-type: none"> <li>• HVT Primary - Intermediate Tournament (HVT PI)</li> </ul>	<p>HVT current delivers an annual HVT PI tournament at the beginning of Term 4 that invites Lower and Upper Hutt schools to enter. The tournament is a qualifying event for Tennis Central play-offs for the top 4 finishers. The HVT PI tournament has traditionally experienced reasonably high participation (around 100 entries). It is recommended that HVT undertakes an analysis of how the HVT PI tournament fits into the HVT junior development model with a link to the PI club-based tournament and Tennis Fest. There is potential to build a junior development model that connects primary/intermediate schools with Tennis in Schools Programmes, Tennis Fests, Club based PI tournaments, Mitchell Park based PI tournament, and the Hutt Valley Xmas tournament. As part of the model, it is recommended that the HVT PI tournament includes a Novice grade in addition to the open grades. The HVT PI tournament should be a sporting highlight on the Active in the Hutt sports calendar.</p>	<p>Participants</p> <ul style="list-style-type: none"> <li>• 60 boys in Open section, 40 boys in Novice section (Intermediates)</li> <li>• 60 girls in Open section, 40 girls in Novice section (Intermediates)</li> <li>• 60 boys in Open section, 40 boys in Novice section (Primary)</li> <li>• 60 girls in Open section, 40 girls in Novice section (Primary)</li> <li>• 400 participants total</li> </ul> <p>Venues</p> <ul style="list-style-type: none"> <li>• Mitchell Park main venue</li> <li>• Use Lower Hutt and Avalon clubs if participation high</li> </ul> <p>Project Management</p> <ul style="list-style-type: none"> <li>• PM</li> <li>• Tournament Director</li> <li>• Tournament Assistants (2 per venue)</li> <li>• Umpires (2 per venue)</li> </ul>

		<ul style="list-style-type: none"> <li>• Consult with Tennis Central or TNZ</li> <li>• Event Promoter (PM, or HVT delegate)</li> <li>• Active in the Hutt comms to schools and event promotion)</li> </ul> <p>Cost to HVT</p> <ul style="list-style-type: none"> <li>• Court hire</li> <li>• Use of facilities</li> <li>• Certificates (\$30)</li> <li>• Prizes (\$100) trophies/medals</li> </ul> <p>Cost to Participant Free</p>
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\*A ‘second wave of recruitment’ is recommended over February and March by offering the pay by instalment model, as tennis becomes more popular in the community through the summer months, especially during the ASB Classic and Australian Open period.

### c. Excellence Strategy and Initiatives

Excellence strategies perpetuate success by ‘looking after tennis players’ in clubs that are at full capacity. Clubs, HVT and coaching businesses will be viable, and clubs will aim to retain HIGH club membership, participation in interclub, tournaments, and club social tennis as defined by the Participation Analysis Tool. Excellence initiatives are aimed at continual improvement of the tennis experience, operating efficient management systems that can cater to higher volumes and planning for the future.

#### Excellence initiatives

- Ensuring that sport is accessible to all demographics is identified as a priority by Sport NZ. HVT collects data on priority groups such as levels of girl and teen participation however collection of ethnicity data is not enabled within IT systems (Promato/ClubSpark). HVT proposes to consult with TNZ and the TNZ affiliate organisation Aotearoa Māori Tennis Association to find ways to measure participation in tennis by Māori and other ethnic groups in the Hutt Valley. Initiatives around how tennis can be attractive to whānau are not fully developed at this stage however HVT has been trialling free whānau days on Sunday afternoon at Mitchell Park. As we korero with the community, we will be able to provide more culturally appealing opportunities.
- Achieving excellence will bring on a fresh set of challenges such as establishing systems and processes which maintain and facilitate a HIGH level of participation. These might be systems for delivery of quality tennis experiences to large numbers of participants, registration processes, event management protocols, player development programmes, and promotion and advertising methods.
- Planning for the future by developing a HVT Strategic plan will be an excellence strategy. Issues which have not been addressed in this strategy e.g. facilities maintenance may then become a priority.



## 4 Who will deliver the Participation Strategy?

The success of the Participation Strategy relies club management, HVT, coaching organisations and the PM working together and refining roles and responsibilities.

### **HVT (Committee elected by the clubs)**

- HVT aim to gain at least two more years of Participation Manager funding to support HVT, clubs and coaching organisations to implement and develop the knowledge, skills, and systems to self-manage in the long term. Ongoing research on how to increase the appeal of tennis for priority demographics (girls, women, Māori and Pasifika) is a priority piece of work.
- Deliver well communicated, high quality, accessible Interclub competitions that meet the needs of the users for progression in the game.
- Deliver well communicated, high quality, accessible tournaments, and showcase events at Mitchell Park.

### **Club Management (elected club committees)**

- Club management will provide feedback to the PM on this strategy.
- Work with the PM to populate the Participation Analysis tool and set targets.
- Work with the PM to develop a club recruitment and development plan.
- Review coaching contracts to enable delivery of the plan.
- Recruit volunteers and provide them with training and support.
- Allocate volunteer resources to deliver the plan.
- Allocate financial resources to the plan.
- Seek funding to support delivery of the plan.
- Use the Participation Analysis tool to monitor progress.
- Consider whether a club manager would be valuable in the delivery of club plans.

### **Club Manager (contracted to undertake tasks agreed with Club Management)**

A skilled club manager could provide high quality and focussed attention on delivery of strategic initiatives plus other tasks needed for a club to run smoothly. Targets may be set for the club manager in collaboration achieve a HIGH club participation level across the 3-year time frame.

Services provided by a club manager might include:

- Tennis promotion and advertising as shown above in the Recruitment section which includes networking with key contacts in the community such as schools, teachers, parents, businesses, local council, other sports, and community groups.
- Promotion of coaching programmes.
- Active recruitment of new members.
- Co-ordinate annual showcase events e.g. Tennis Fest, PI and PC tournaments and LT.
- Communications.
- IT -website, ClubSpark.
- Submit grant applications.
- Organise prize giving's and social events.
- Manage club facilities maintenance and cleaning.
- Registrations - club membership, club events, tournaments, and interclub.
- Manage pay to play bookings.
- Collaborate with the club Coaching Organisation on player development strategies such as club ladders, and team selections, match-play, and facilitating practises.
- Monitor member experience and satisfaction.

It is recommended that clubs evaluate the four club models utilised by Australian Tennis clubs:  
<http://gamesetmatch.net.au/site/DefaultSite/filesystem/documents/ClubOps/Venue%20Management%20Models.pdf>

See below in the financial section, information about Club Manager contracts, hours, payments, and matched payments against club revenue projections.

**Coaching organisations (contracted to undertake programmes agreed with Club Management)**

Coaching Organisations work in a professional capacity throughout the year and are a valuable game development resource. The Hutt Valley currently has a high level of interest from coaching organisations to collaborate with clubs and HVT on recruitment and development strategies. When clubs and coaching organisations work together to grow club membership to the HIGH participation level, it will be mutually beneficial for the sustainability of the club and the viability of the coaching programmes.

Coaching contracts should reflect a commitment from coaching organisations to assist the club and HVT to plan and deliver recruitment strategies and establish entry level coaching programmes such as Hotshots, Adult beginner sessions (Tennis Express or equivalent), and private lessons. Coaching organisations can contribute to the development strategy by assisting club members to acquire the skills and confidence to participate in interclub, tournaments and social club tennis. When club membership increases to the MEDIUM or HIGH participation range, there will be increasing demand for development coaching programmes such as Hotshots (Green), club talent ID sessions, teenage training squads, adult interclub trainings, private lessons, and holiday programmes. There will be a player base to enter tournaments run by the coaching organisation.

Contracting a coaching organisation for a longer term is dependent on a club model that allows coaching organisations to operate development coaching programmes on multiple days of the week. If a coaching organisation earns sufficient revenues, it is viable to contribute coaching resources to club development work such as player development strategies (mentoring players at interclub and tournaments, facilitating practise and matches, etc.) and recruitment strategies.

The table below provides an outline of the game development work that coaching organisations can deliver at clubs

HVT Participation Strategy	Coaching Organisation Game Development Work	Number of Participants
Recruitment Strategies	<p>Coaching organisations can collaborate with clubs, HVT and the PM to plan and deliver recruitment strategies that increase club membership and coaching programme participation.</p> <ul style="list-style-type: none"> <li>• Lead the delivery of tennis games and activity at junior club days. Collaborate with club management, the PM, the participants and the HV coaching community to continually improve the club day format</li> <li>• Start new members on their technical and tactical journey at club days, and engage large groups of juniors in tennis games and activities that achieve</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis in Schools Programme (750 students per annum across 5 schools)</li> <li>• Tennis in Public Spaces Promotion (150 people play tennis across 3 events, and public awareness is raised about the club)</li> <li>• Tennis Fest (200 - 250 students per annum)</li> <li>• Primary Intermediate Club Based Tournament (30-50 entries per annum)</li> <li>• Love Tennis (100 hit with coaches, talk to coaches, receive</li> </ul>

	<p>member retention and transition to match-play events</p> <ul style="list-style-type: none"> <li>• Assist club, HVT and the PM during the planning stages of tennis promotion activity such as Tennis Fest, and Love Tennis and share a lead role in the delivery of these events</li> <li>• Collaborate with the club and PM on organising and delivering a club based primary/intermediate tournament in mid-September</li> <li>• Deliver foundation coaching at schools, tennis showcase events, and tennis promotions to promote tennis, and advertise club membership and coaching programmes.</li> <li>• Establish an adult beginner programme (Tennis Express or equivalent) that recruits new members, and transitions adults to match-play events.</li> <li>• Begin establishing development coaching programmes and player development strategies. Mentor existing interclub and tournament players</li> <li>• Raise the profile of the tennis club and add value to club culture</li> </ul>	<p>coaching, or play games run by coaches at the event),</p> <ul style="list-style-type: none"> <li>• Head Coach collaborates on Junior Club Day design and leads coaching delivery for a 90+ juniors (high participation target)</li> <li>• Head Coach collaborates on Teenage Club Day design and leads coaching delivery for a 60+ teenage juniors (high participation target)</li> <li>• Adult Tennis Express and Cardio Tennis Programmes (30+ coaching programme registrations per term)</li> </ul>
<p>Development Strategies</p>	<p>Coaching organisations collaborate with clubs, HVT and the PM to establish coaching and player development programmes that increase interclub, tournaments, and club social tennis participation</p> <ul style="list-style-type: none"> <li>• Deliver coaching programmes, coaching methods, and player development programmes that instil the skills and confidence for an increasing number of club members to participate in interclub, tournament, and social tennis</li> <li>• Establish a coaching programme format that offers coaching to club members and non-members of all ages and experience and presents a clear and coherent plan for students to achieve personal tennis goals.</li> <li>• Increase the level of tennis activity and participation at the club by being present at the club on multiple days, facilitating practises, matches, and other player development strategies, and taking an active interest in interclub and tournament activity and results</li> <li>• Raise the profile of the club through results at interclub and tournaments and adding positive value to club culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Hotshots Green (24 registrations per term)</li> <li>• Club Talent ID (15 registrations per term)</li> <li>• Interclub team private lessons (15 registrations per term)</li> <li>• Tournament Squads (15 registrations per term)</li> <li>• Regional Talent ID 8 registrations per term)</li> <li>• 1:1 lesson (15 registrations per week)</li> <li>• Adult Cardio Tennis (15 registrations per term)</li> <li>• Adult interclub practise (15 registrations)</li> <li>• Holiday Programmes (40 registrations per holidays)</li> <li>• Performance Programme (optional, year 3, 5 registrations per term)</li> <li>• Mentoring at interclub and tournaments 50+ players</li> <li>• Deliver Hot Shots Tournaments (2+ tournaments per annum, 30 registrations per tournament. Deliver S Grade Tournaments</li> </ul>

	<ul style="list-style-type: none"> <li>Organise and deliver club tournaments, and tournaments for members from other clubs and non-members e.g. S Grade Tournaments, HotShots Tournaments</li> </ul>	<p>(1 tournament per annum, 30 registrations per tournament)</p> <ul style="list-style-type: none"> <li>Deliver Parent-Child Tournament, or other club-based tournament for members</li> </ul>
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### Participation Manager – Marc Paulik

While funding is available the PM can use his broad skills and knowledge to help club, HVT and coaching organisations to implement the Participation Strategy. A first step will be to work with the clubs to populate the Participation Analysis Model and develop a process for gathering the data for monitoring.

## 5 Financial Models

### Pay Club Membership fees by instalment payments and membership fee price increase

Clubs offer tremendous value for money relative to the extensive member entitlements including year round court access, club days, coaching, club events, interclub, tournaments, governance, use of facilities and equipment, and the inherent value to a person’s physical and mental wellbeing, and being part of a sports community. It is suggested that tennis club fees are currently set too low, and that prices are increased in order to reinvest revenue into appointing a club manager, and/or other club systems that attract and retain members through an excellent club service and member experience.

It is suggested that price increases are difficult under the annual lump sum payment model. Any level of price increase is perceived as a major event because the price increase is matched against a large fee. However, if the price of membership was increased, and that price increase was paid over a 6-month period, the perception is that a small price increase has occurred. Furthermore, if club members know they are paying slightly more in return for a better product, and a more certain future for their club, the price increase is likely to be acceptable to the majority of members.

Price increase example:

If the current annual adult membership were increased from \$220 to \$344 this would appear as a large price increase for a member to pay in one transaction. However, if the fee appeared as a weekly payment (paid over 6 months during the tennis season) \$220 is only \$8.46 per week, and \$344 is \$13.23 per week.

\$8.46 per week (minus affiliation fees, club running costs, and other expenses) leaves little capital remaining for a club to reinvest into system and facility improvements. \$13.23 (\$344 per season) still represents tremendous value for money matched with the member entitlements offered by tennis clubs, and will allow clubs to raise capital to reinvest into improving the club, which increases the clubs ability to recruit and retain members.

\*By comparison, the ‘Gym and Swim’ membership offered by the Hutt City Council is \$14 per week.

This table presents an example for clubs to compare current club membership fees with a price increase under the pay by instalment model, and revenue projections relative to club membership.

<b>Junior Membership</b>	<b>Adult Membership</b>	<b>Family Membership</b>
<b>Annual Model</b>	<b>Annual Model</b>	<b>Annual Model</b>
<b>Junior Membership = \$120</b> <ul style="list-style-type: none"> <li>• \$29.50 affiliation fee (u12)</li> <li>• \$43.50 affiliation fee (12+)</li> <li>• \$90.50 club revenue (u12)</li> <li>• \$76.50 club revenue (12+)</li> </ul>	<b>Adult Membership: = \$220</b> <ul style="list-style-type: none"> <li>• \$74 affiliation fee</li> <li>• \$146 club revenue</li> </ul>	<b>Family Membership = \$399</b> <ul style="list-style-type: none"> <li>• \$221 affiliation fee</li> <li>• \$178 club revenue</li> <li>• Based on 2 x adults, 1 x junior, 1 x u12</li> </ul>
<b>Pay by Instalment Model</b>	<b>Pay by Instalment Model</b>	<b>Pay by Instalment Model</b>
<ul style="list-style-type: none"> <li>• Payments processed by direct debit during the 26-week tennis season</li> <li>• Club members pay affiliation fees and club admin fee</li> </ul>	<ul style="list-style-type: none"> <li>• Payments processed by direct debit during the 26-week tennis season</li> <li>• Club members pay affiliation fees and club admin fee</li> </ul>	<ul style="list-style-type: none"> <li>• Payments processed by direct debit during the 26-week tennis season</li> <li>• Club members pay affiliation fees and club admin fee</li> <li>• 25% family membership discount (no discount on affiliation fees)</li> </ul>
<b>U12 Club Membership = \$99.50 (non-interclub/beginners)</b> <ul style="list-style-type: none"> <li>• \$50 club revenue</li> <li>• \$20 club admin fee</li> <li>• \$29.50 affiliation fee</li> <li>• Weekly Instalment/\$3.83</li> <li>• Monthly Instalment/\$16.60</li> </ul>	<b>Adult Club Membership = \$344</b> <ul style="list-style-type: none"> <li>• \$220 club revenue</li> <li>• \$50 club admin fee</li> <li>• \$74 affiliation fee</li> <li>• Weekly Instalment/\$13.25</li> <li>• Monthly Instalment/ \$57.35</li> </ul>	<b>Family Club Membership = \$768.50</b> <ul style="list-style-type: none"> <li>• \$420 club revenue</li> <li>• \$127.50 club admin fee</li> <li>• \$221 affiliation fee</li> <li>• Weekly Instalment/\$29.56</li> <li>• Monthly Instalment/\$128.10</li> <li>• Based on 2 x adults, 1 x junior, 1 x u12</li> </ul>
<b>Junior Membership = \$193.50 (includes U12 interclub players)</b> <ul style="list-style-type: none"> <li>• \$100 club revenue</li> <li>• \$50 club admin fee</li> <li>• \$43.50 affiliation fee</li> <li>• Weekly Instalment/\$7.45</li> <li>• Monthly Instalment /\$32.25</li> </ul>		
<b>Club Revenue</b>	<b>Club Revenue</b>	<b>Club Revenue</b>
<u>20 U12s/10 12+</u> <b>Annual Model = \$2,505</b> <b>Instalment Model = \$3,300</b>	<u>30 Adults</u> <b>Annual Model = \$4,380</b> <b>Instalment Model = \$8,100</b>	<u>10 Families</u> <b>Annual Model = \$1,780</b> <b>Instalment Model = \$5,475</b>
<u>40 U12s/20 12+</u> <b>Annual Model = \$5010</b> <b>Instalment Model = \$6600</b>	<u>40 Adults</u> <b>Annual Model = \$5840</b> <b>Instalment Model = \$10,800</b>	<u>15 Families</u> <b>Annual Model = \$2,670</b> <b>Instalment Model = \$8212.50</b>
<u>80 U12s/30 12+</u>	<u>50 Adults</u>	<u>20 Families</u>

<b>Annual Model = \$9,255</b> <b>Instalment Model = \$11,700</b>  <u>120 U12s/60 12+</u>  <b>Annual Model = \$14,890</b> <b>Instalment Model = \$20,600</b>	<b>Annual Model = \$7,300</b> <b>Instalment Model = \$13,500</b>  <u>90 Adults</u>  <b>Annual Model = \$13,140</b> <b>Instalment Model = \$24,300</b>	<b>Annual Model = \$3,560</b> <b>Instalment Model = \$10,950</b>  <u>40 Families</u>  <b>Annual Model = \$7,120</b> <b>Instalment Model = \$21,900</b>
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### Club Manager

The table presents clubs with an indication of additional revenue raised under the pay by instalment model and suggested price increase, and the cost of appointing a club manager. 2 or more clubs may consider sharing the cost of a club manager to provide services across more than one club.

Members	Instalment Model	Annual Model	Revenue increase	Wages for C. Admin
Junior 30 Adult 30 Family 10 Total	\$3,300 \$8,100 \$5,475 \$16,875	\$2,505 \$4,380 \$1,780 \$8,665	\$795 \$3,720 \$3,695 \$8,210	-10 hours per week -36 weeks -\$25 per hour -\$9,000
Junior 60 Adult 40 Family 15 Total	\$6,600 \$10,800 \$8212.50 \$25,612.50	\$5,010 \$5,840 \$2,670 \$13,520	\$1,590 \$4,960 \$5,542.5 \$12,092	-15 hours per week -36 weeks -\$25 per hour -\$13,500
Junior 110 Adult 50 Family 20 Total	\$11,700 \$13,500 \$10,950 \$36,150	\$9,255 \$7,300 \$3,560 \$20,155	\$2,445 \$6,200 \$7,390 \$15,995	-20 hours per week -36 weeks -\$25 per hour -\$18,000
Junior 180 Adult 90 Family 40 Total	\$20,600 \$24,300 \$21,900 \$66,800	\$14,890 \$13,140 \$7,120 \$35,150	\$5,710 \$11,160 \$14,780 \$31,650	-25 hours per week -36 weeks -\$25 per hour -\$22,500

### Pay to Play Model

As a recruitment strategy, clubs can increase participation by offering non-members, or members from other clubs a pay to play registration process. Pay to Play works by clubs incorporating pay to play software into their online club management platform, and advertising select club tennis activity for non-members to book and pay online before participating. The Royal Oak Tennis Club in Auckland, and Tawa Lyndhurst Tennis Club (Book a Court) are examples of clubs that offer pay to play bookings. Clubs have the autonomy to set conditions around pay to play bookings e.g. attend 6 club days maximum and then join as a full member and set prices in accordance with individual club policy. Pay to Play will advantage clubs by generating more casual bookings, and casual attendance at club social tennis events such as club days, as well as allow non-members to pay a casual fee for junior coaching during a process of considering full membership. Clubs can also advertise social tournaments to members from other clubs, who can book and pay online. The club will raise participation at the club will generating additional revenue.

The table presents clubs with an indication of pay to play activity, participation, and income.

Activity	Price	Participants (annual)	Income (annual)
Junior Club Day	\$7.50	200	\$1,500
Senior Club Day	\$15	200	\$3,000
Midweek Club Day	\$15	200	\$3,000
Club Tournaments	\$15	150 entries	\$2,250
Equipment Hire	\$5	100	\$500
Court Booking	\$7.50 per hour	200 bookings	\$1,500
Club Family Days	\$15/family	150	\$2,250
		1200	\$14,000

## 6 References

### Sport NZ Physical Literacy

Sport NZ: Physical Literacy Model: <https://sportnz.org.nz/managing-sport/three-approaches/physical-literacy-approach/>

### TNZ documents

TNZ Athlete Development Pathway document (confidential document at this stage being finalised by the High Performance Director that will be published for public view soon)

TNZ: Roles and Responsibilities 2019

<https://tennis.kiwi/coach/national-development-programmes/>

### Club IT Systems

<https://www.pay2play.co.nz/venues/about/50>

<https://clubspark.com/>

<https://clubspark.com/solutions-venues>

### Tennis Australia club models document

<http://gamesetmatch.net.au/site/DefaultSite/filesystem/documents/ClubOps/Venue%20Management%20Models.pdf>

[John Follet – advisor to Aktive \(Auckland based Sports advisory group\)](#)

[John Follets top 10 tips for clubs](#)

<https://mail.google.com/mail/u/1/#search/aktive/FMfcgxwHMsNLPRGrCnQdMkTvdbKhkpTm?projector=1&messagePartId=0.1>

John Follet webinar on club membership models

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## **Sport NZ**

Community Sport Voice of the Participant Programme –

Tennis: [https://tennis.kiwi/assets/Resources/VOP\\_Report\\_Exec\\_Summary\\_Key\\_Metrics.pdf](https://tennis.kiwi/assets/Resources/VOP_Report_Exec_Summary_Key_Metrics.pdf)