



Wargrave Tennis Club

Club Goals and Objectives September 2025

OGAM Version 10.5

WTC Objectives and Goals v10.5

OBJECTIVE – To advance the game of tennis in Wargrave and the surrounding area; by encouraging and supporting more players, of all ages and abilities, to play better competitive or social tennis; in an environment that is fun, safe and inclusive.

GOALS - 1) Grow and retain membership at 440-470+ level (Adults 270-285 / Juniors 170-185) in line with the potential of our facilities and catchment area (vs 290 members in 2021). 2) Keep our membership happy, with satisfaction levels at +80% via AGM survey. 3) Manage Club finances over a 30+ year cycle to ensure we have adequate funds to maintain and improve our facilities, while holding reserves to always match 1 year of routine expenditure.



WTC Six Action Areas

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ACTIONS and MEASURES (updated following 2024 AGM survey + approved by committee 10th Dec 2024 + changes reflecting 50% membership growth from July 2021 to July 2025)

1. MEMBERSHIP + MARKETING – Work hard to retain existing members with improved facilities, good club management + renewal discounts. Attract new members by promoting club benefits through our website, social media, local press stories, and informal Open Days. Encourage non-members who have coaching to join us with a 15% coaching discount. Maximise the appeal of new formats such as Pickleball and Padel.

MEASURES: 1) Membership at 440+ by end of September each year; 2) Newsletters to members x 12+ per year; 3) Local media x 10 per year; 3) Open Day x 1; 4) Website / FB metrics; 5) Court usage data.

3. ADULT COMPETITIVE TENNIS - Encourage regular competitive play with team tennis, Club box leagues and tournaments (including padel and pickleball formats), with good support from our Head Coach, e.g. play for teams, guide team practice.

MEASURES: 1) 4-5 teams in Berk leagues; 2) 1st teams in leagues 1 or 2; 3) team player satisfaction +80%; 4) 80+ in Club tournaments; 5) New players with strong rankings.

5. FOCUS ON JUNIORS - Bring greater focus to junior tennis by encouraging younger players of all ages and abilities, with strong support from our Head Coach, e.g. teams in Berkshire junior leagues and competitions, run regular internal competitions, fun and active junior club sessions, and weekly coach-led sessions for older juniors.

MEASURES: 1) 4+ teams in Berks league; 2) 4+ internal annual fun competitions; 3) 60+ at Friday sessions; 4) junior parent satisfaction +80%. 5) 170+ junior members.

2. FACILITIES + FEES – Maintain and improve facilities in line with feedback from membership surveys + our 30-year financial model, while keeping fees competitive for the facilities we offer. Recent investments: a) 8 x LED lights 2022; b) 4 x artificial clay 2024 and 2025; c) 1 x padel for 2025, d) benches, tables, security gates and court repainting 2025. Future investments TBC*: Enlarged clubhouse and/or 1-2 padel courts.

MEASURES: 1) +80% AGM satisfaction score; 2) Club capital spending tracked over 30+ year cycle with reserves each year never lower than the value of one year’s routine annual expenditure; 3) Retain membership numbers at the 440+ level.

4. ADULT SOCIAL TENNIS – Support social tennis for members of all abilities with regular social tournaments and events, e.g. cardio tennis sessions, rusty rackets, and monthly competitions. To include pickleball and padel formats from May 2025.

MEASURES: 1) 7-8 x weekly club sessions including pickleball; 2) 2-4 x social tournaments per year; 3) social membership satisfaction +80%; 4) 270+ adult members.

6. CLUB COACHING – Head Coach to work with the committee to continue to energise and grow membership by providing great coaching for all ages and abilities, including dynamic group sessions, holiday camps, plus a range of private coaching options.

MEASURES: 1) Over 80% happy with coaching (AGM survey); 2) healthy coaching numbers and income; 3) growth in membership numbers / non-members fees.

Since 2021 + 2025 Highlights

WTC Sep 2021



Changes Since September 2021

- Agreement to advance tennis + grow membership
- Adoption of annual surveys and online voting
- Introduction of 30-year financial model
- Investment in LED floodlights x 8 courts in 2022
- Adoption of Clubspark system from 2022
- Move to a direct coaching model 2023
- Installation of artificial clay x 2 courts 2024
- Trial tournaments for pickleball tennis 2024
- Junior membership up from 115 to 175
- Adult membership from 190 to 282
- Membership growth of +50% from 305 to 457

Changes and Highlights for 2025

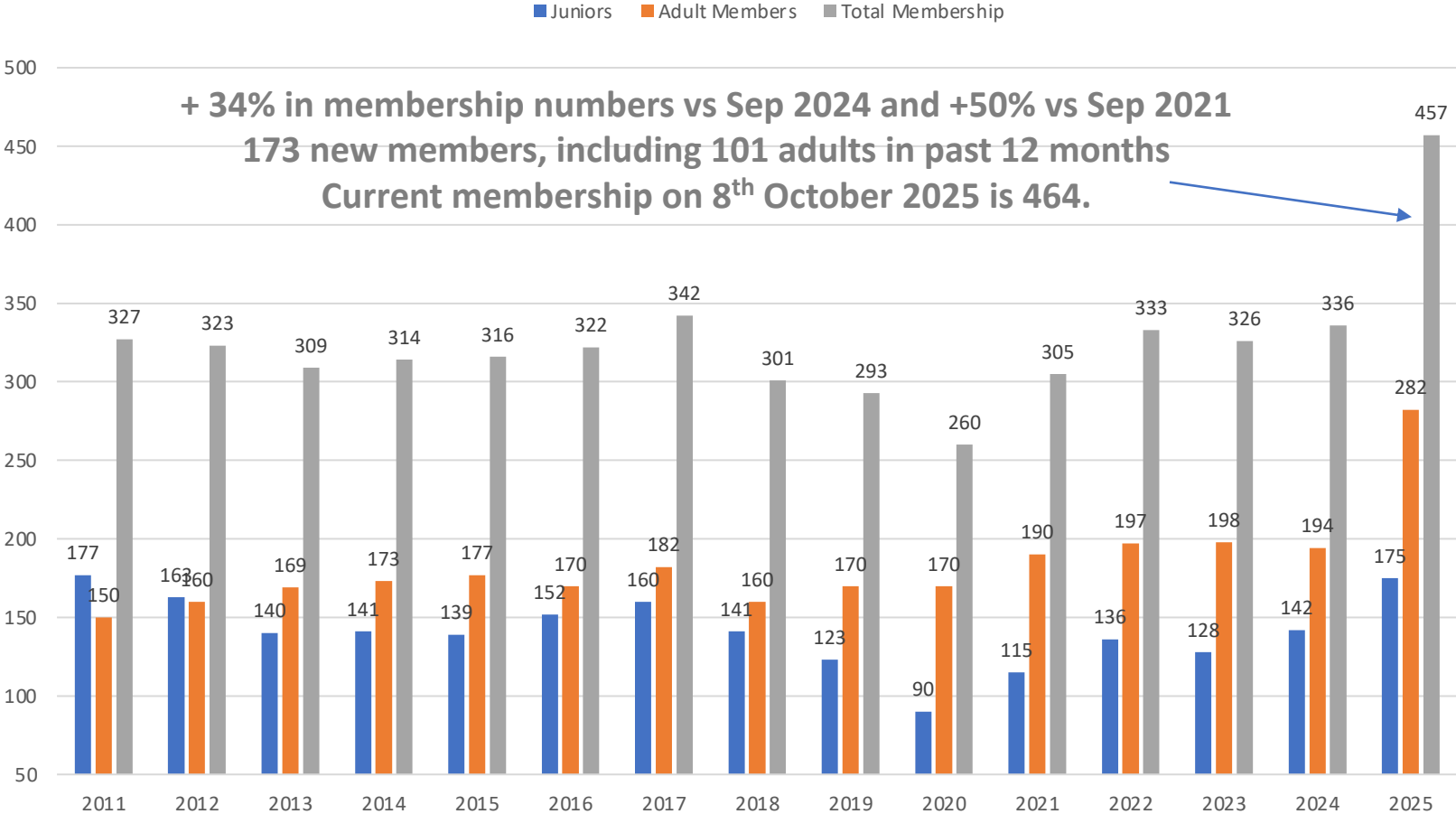
- Two further artificial clay courts on 3 and 4
- Padel court with rates for members from £10 an hour
- Pickleball show court + lines on a further two courts
- New club website + better social media coverage
- New security gates to enhance child safety
- Padel and pickleball tournaments + LTA junior tournaments
- Success for men's and ladies teams / men now in Div 1
- Year-on-year membership +34% to 457
- Av age of membership is now 34 years old (adults is 49)
- Annual Club income +43% since 2024 from £53k to £77k

WTC Sep 2025



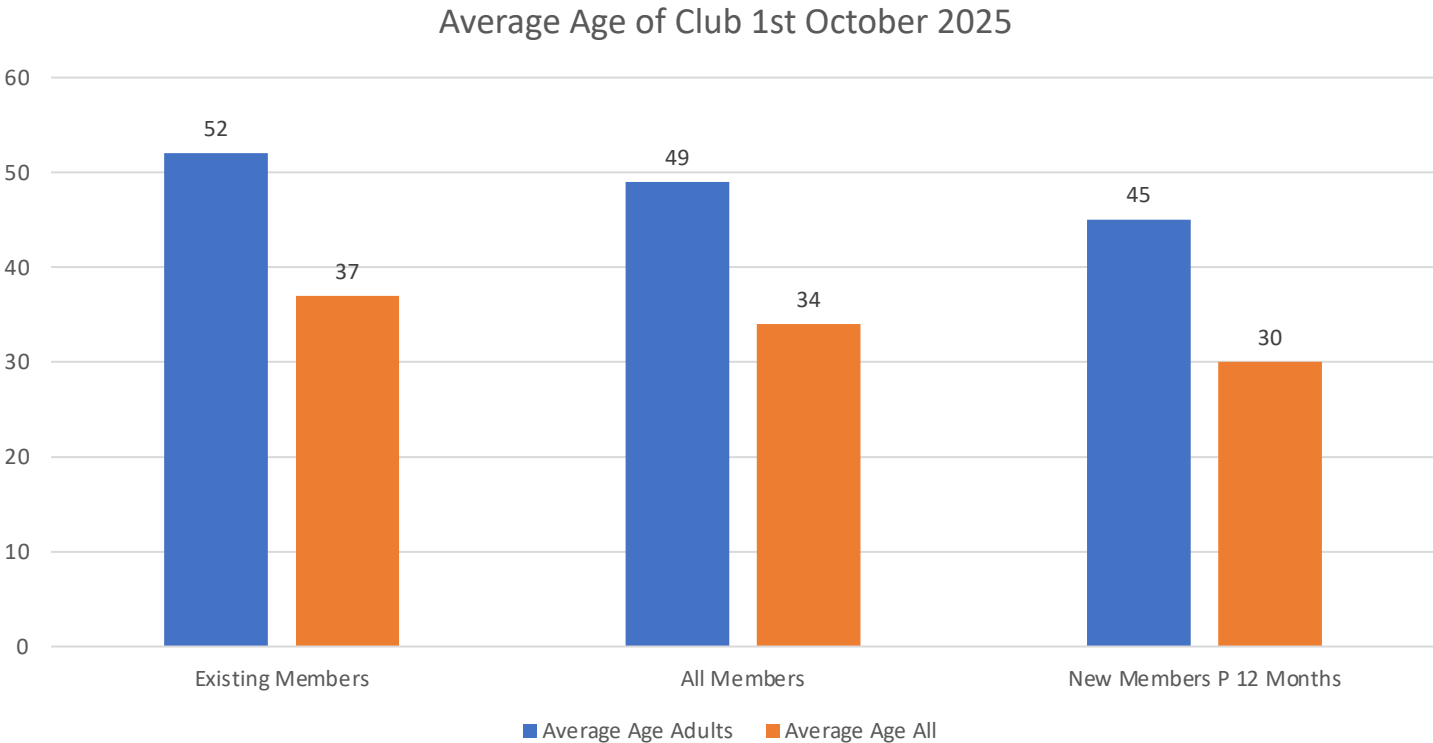
Membership Growth

September Membership Numbers Since 2011



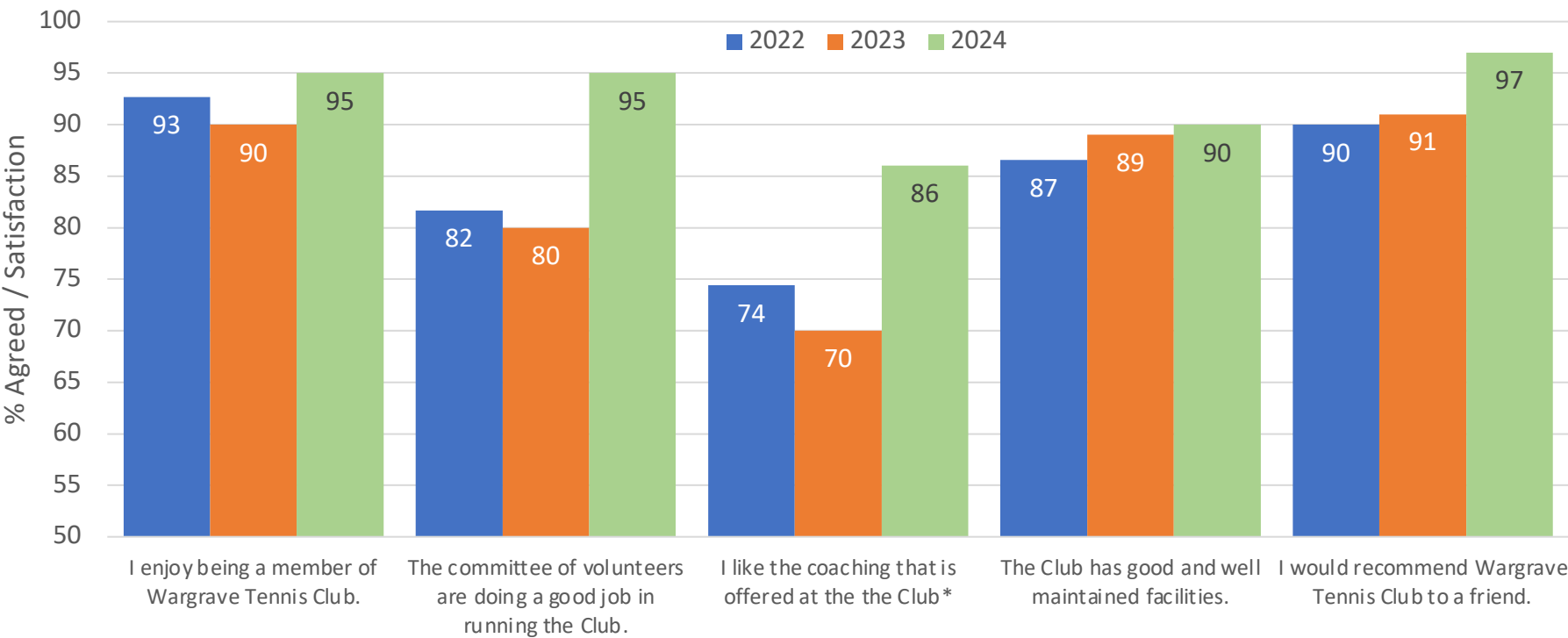
WTC Age of Membership

The average age of 170+ new members joining the Club in the past 12 months is 7 years younger than our existing membership. The average age of new adult members is 45 compared to 52 for existing members, and age 30 for all new members compared to age 37. The overall average age of the Club is 34.



WTC Membership Satisfaction

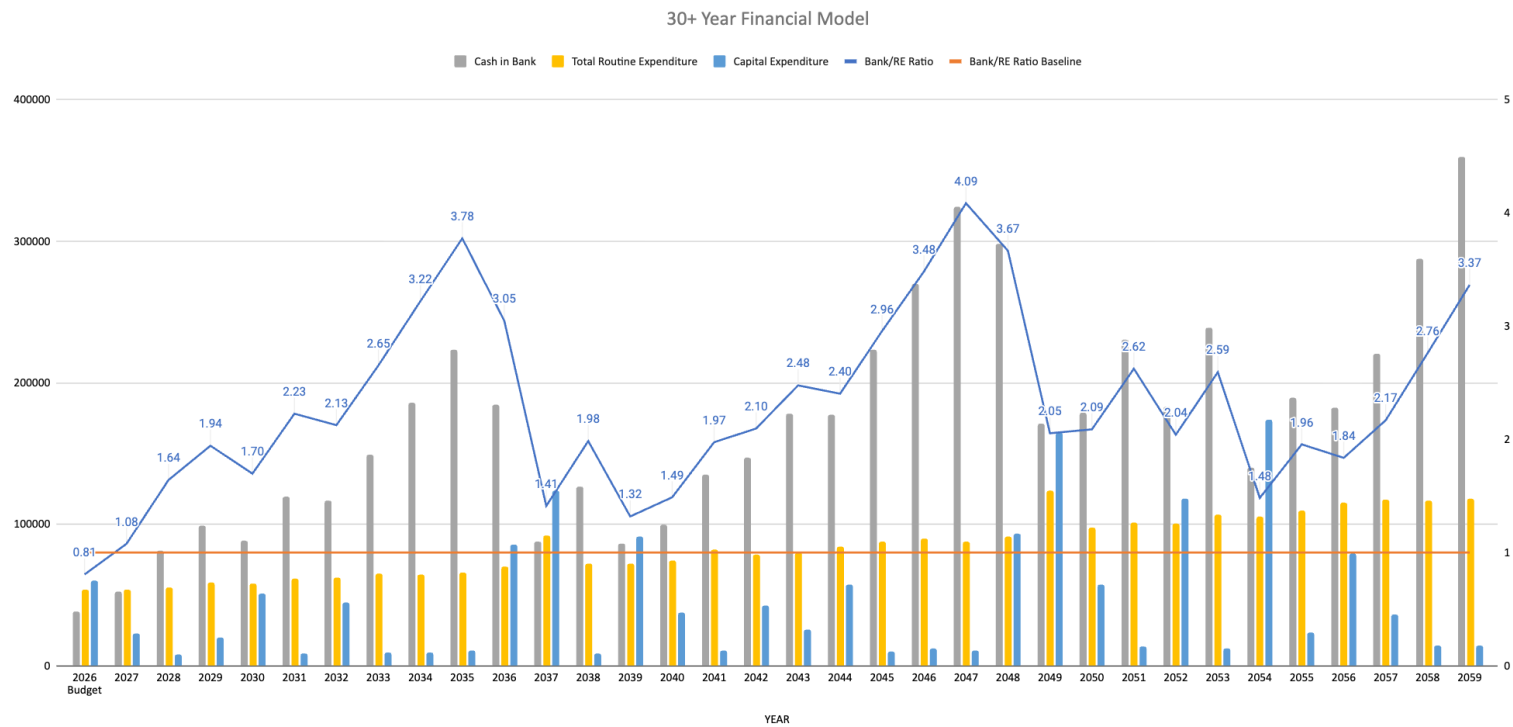
Total % All Members Agreeing or Strongly Agreeing to Five Statements (based on responses from 139 members)



Notes: 1) A difference of +/- 5% points is significant based on 90% confidence. 2) The committee goal is to achieve at least an 80% satisfaction score on all these statements. 3) 2022 based on response from 82 members and 117 members for 2023. 4) For balanced comparison vs 2022 (when we had GDT), the coaching satisfaction scores in 2023 and 2024 are based ratings from 56 members who said they had received coaching (40% of survey).

Club 30 Year Financials

- Club financial forecast over the next 30 years, showing capital projects to update current courts and facilities. Total Club income has grown by 46% in the past 12 months driven by rising membership plus income from coaching and padel court hire.



WHAT A GOOD CLUB LOOKS LIKE

Club D: An established members' club in a large rural village

GOVERNANCE & MANAGEMENT

- Unincorporated Association (CASC)
- Management Committee: 16 people
- Safeguarding Standards Complete
- Self-Employed Coaching Business with contract in place (Coaches meet with Chair quarterly):
 - 1x Level 4 Head Coach
 - 1x Level 3 Coach
- Leasehold - 12 years remaining: peppercorn rent with modest annual increase of c.£500
- Long-term Business Plan (3-5 years)
- 3 Key Priorities:
 - Grow membership; targeting gaps in the market and court usage
 - Retain membership
 - On Court Success

MEMBERSHIP

No Joining Fee - opportunity to 'try before you buy'

Membership: £154
 Adults £32
 Juniors £32
 Minis are free (as an incentive for parents)

- Annual Payments Only
- 336 members in total (83 minis, 41 juniors and 212 adults)
- Membership packages promoted and sold through the Clubspark membership module
- Pay and play access and coaching programme open to non-members (with equipment available)



PROGRAMME OF ACTIVITY

- Tots, Red, Orange and Green Tennis across all three terms
- Junior Yellow Ball Tennis across all three terms
- Disability sessions available
- Holiday camps running throughout the year
- Grade 4 Summer Event
- I lost the County Closed Event
- Fun and informal competition for adults and juniors
- Social Tennis for adults throughout the week
- Adult coaching programme including beginners, drills and cardio
- Summer Club Championships
- 15 Teams in the County Leagues
- Open Days used every year to raise awareness of the club and programme
- Link with 4 local Primary Schools; focus on engaging the parents and well as the kids
- Over 160 players taking part in the weekly coaching programme

RETENTION

- All members receive a welcome pack
- Regular programme of social events, linked to the other sports
- Free tactical sessions for team members; improved performance and ongoing commitment
- Members sent periodic email as well as up to date notices via; noticeboards, website, facebook
- Active part of the community; very involved in wider community events
- Coach reviews the programme of activity as part of the overall business plan
- Coach targets and associated bonus linked to membership numbers

FINANCE

Total Income	£42,000
Coaching	£15,000
Membership	£27,000
Total Expenditure	£22,500
Operations	£6,500 (insurance, electricity, maintenance)
Social	£1,000
Coaching	£15,000
Annual Surplus	£19,500
Annual Sinking Fund	£12,600