



Wargrave Tennis Club

Club Objectives and Goals

OGAM Version 11 Updated and Approved 9th February 2026

Club Objectives and Goals v11

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 (* Tennis to include padel and pickleball formats).

GOALS - 1) Grow and retain membership at the 460-500+ level** (Adults 290-315 / Juniors 170-185) in line with our improved facilities and catchment area. 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.



Competitive Adult Play



Improving Facilities



Social Adult Play



Focus on Juniors



Membership Engagement + Promotion



Coaching & Camps

Six Action Areas in Detail

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ACTIONS and MEASURES (updated following 2025 AGM survey + committee meeting 20th November 2025 + changes reflecting 63% membership growth from Sep 21 to Nov 25)

1. FACILITIES + FEES – Maintain and improve facilities in line with membership feedback + 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 2026 investments to include a clubhouse extension and a 2nd padel court**.

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 460-500+ level.

3. ADULT COMPETITIVE PLAY - 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) 20+ teams in Berk leagues; 2) 1st teams in leagues 1 or 2; 3) competitive player satisfaction +80%; 4) 80+ in Club tournament; 5) Nos of strong new players.

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 Berk league; 2) 4+ internal annual fun competitions; 3) 60+ at Friday sessions; 4) junior parent satisfaction +80%. 5) 170-185+ junior members.

2. MEMBERSHIP + PROMOTION – Retain members with improved facilities, good club management, good communication + 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 460-500+ level by the 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.

4. ADULT SOCIAL PLAY – 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 player satisfaction +80%; 4) 290-315+ 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.

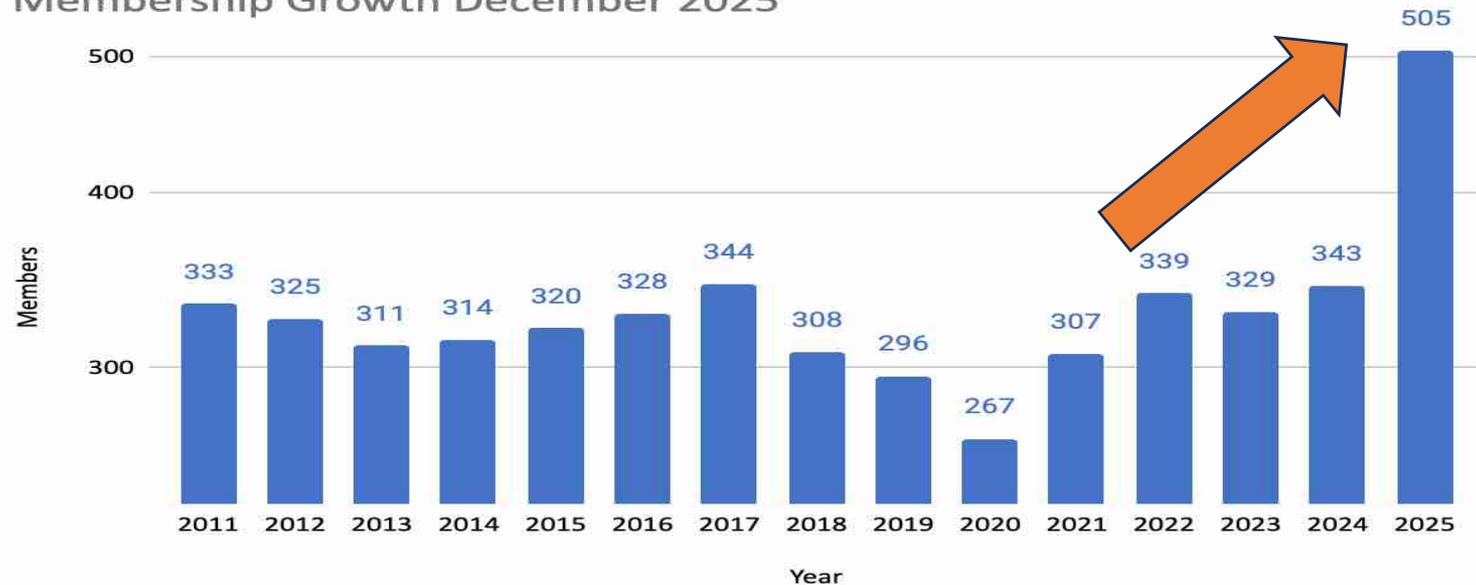
MEASURES: 1) Over 80% happy with coaching (AGM survey); 2) healthy coaching numbers and income; 3) growth in membership numbers / non-members fees.

** Upper limit on membership approximately 540-600 (60-65 members x 9/10 courts). Membership numbers on 30th September each year are in line with the Club's financial year-end. Future investments are subject to approval by a member's EGM.

Retain and Grow Membership

- Current membership on 2nd February 2026 = 523 (338 adults, 185 juniors)
- + 56% in membership numbers vs Sep 2024 and +71% vs Sep 2021
- 190 new members since 1st April 2025 (127 adults, 63 juniors)
- The average age of new members is 7 years lower than existing members

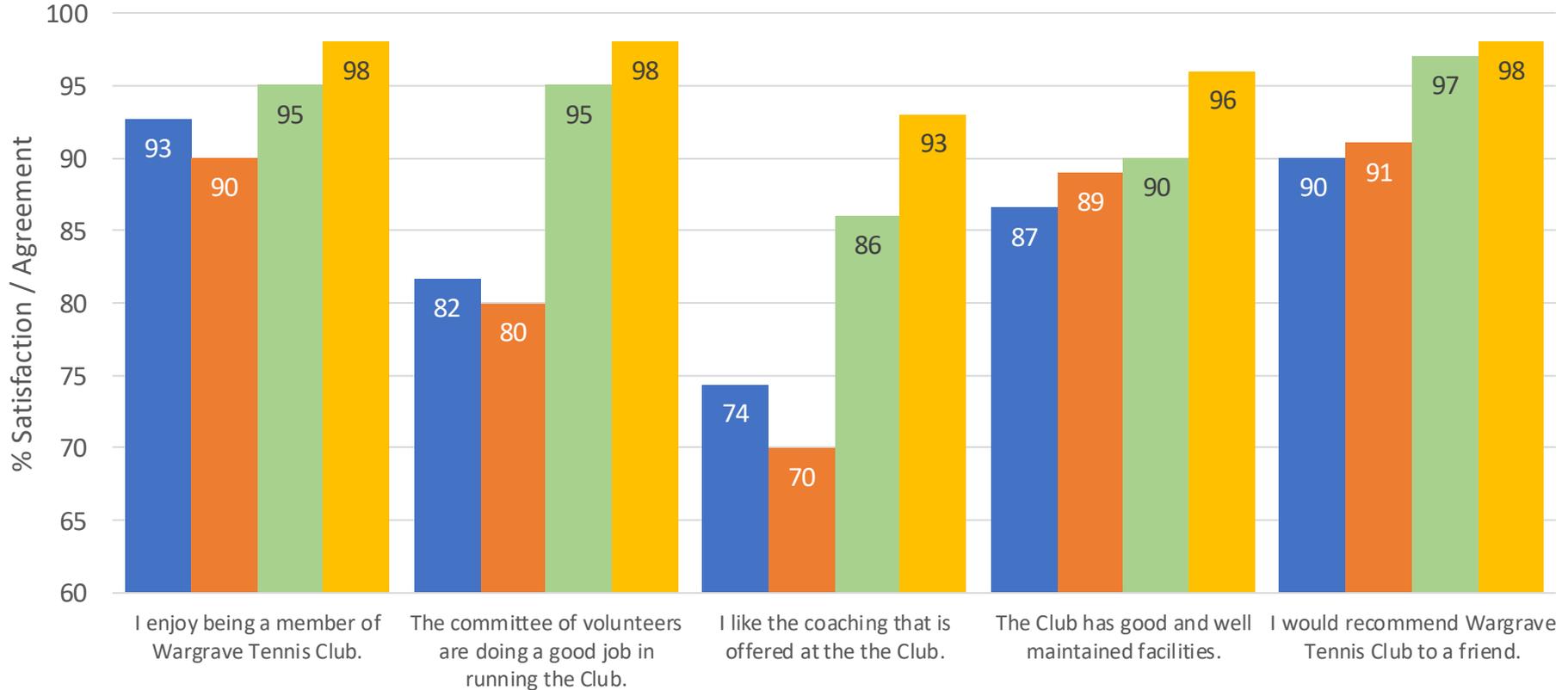
Membership Growth December 2025



Keep Members Happy

“Satisfaction ratings have improved over the past four years”.

■ 2022 ■ 2023 ■ 2024 ■ 2025



Manage the Financials

Club financial forecast over the next 30 years, including investment in a second padel court and clubhouse extension in 2026 with lifetime replacement of all assets. Club income grew by 46% in 2025 to £77k and is forecast to rise to £108k in 2026, driven by stronger membership numbers and increasing income from coaching and padel court hire.



Our Progress Since 2021

WTC Sep 2021



Changes and Highlights for 2025

- Two further artificial clay courts on 3 and 4
- 1 x 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
- +34% year-on-year membership growth (Sep to Sep)
- Current membership Feb 2026 is 523 (+56% vs Sep 24)
- 338 adults and 185 juniors under 18

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
- Membership growth of +70% from 305 to 523
- Ratio from 38 per court to 58 per court (norm for most large clubs is 65-70 members per court).

WTC Sep 2025



Committee Priorities for 2026

1. Build a Bigger / Improved Clubhouse

More social space, better changing facilities, improved member experience.

2. Construct a Second Padel Court

Supports coaching demand and generates income toward clubhouse investment.

3. Strengthen Social Play & Community

More social evenings, revamped social play, and a stronger inclusive culture.

4. Improve Member Experience with Digital Tools

Better software for arranging play, automated comms, tech-enabled coaching.

5. Support Player Development

Stronger junior programme, better beginner pathways, improved grounds & courts.



Future Investment Plans for 2026



Clubhouse Extensions 2026



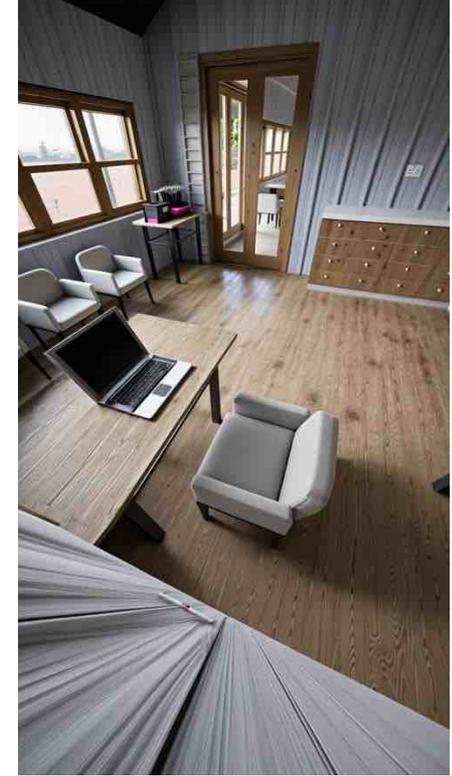
Clubhouse Extensions 2026



Dedicated Adult Social Space



Covered Terrace



Space for Coaching

Continued Progress



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
- 1 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