

STRATEGIC PLAN 2021 – 2026

Hallamshire Tennis & Squash Club



Contents

1. Summary
2. Mission
3. Vision
4. Core Values
5. Objectives
 1. Club Governance
 2. Membership Retention
 3. Club Operations
 4. Membership Attraction & Marketing
 5. Service Provider Partnerships
 6. Staff Management & Development
 7. Sports Programmes
 8. Major Facility Investment
 9. Community Links
6. Objective Dashboard
7. Delivering the Mission

Summary

Hallamshire Tennis & Squash Club is one of the leading rackets clubs in the north of England, with outstanding facilities and a highly committed team of staff, service providers and volunteers. Founded in 1885, the club has a long and proud history as the premier rackets club in Sheffield and has evolved to provide excellent tennis, squash, racketball, fitness and physiotherapy facilities. The club is also home to the three times squash world champion, Nick Matthew and former Wimbledon men's doubles champion, Jonny Marray.

As the Hallamshire emerges from a challenging period following the global Coronavirus pandemic, the club is at a point where it is now seeking to establish a clear plan for its future development. It continues to face strong competition from other rackets clubs in south west Sheffield as well as an increasing number of fitness operators that are now established in the city. In addition, it is likely that a major rackets and health operator will develop a club in Sheffield over the coming years, and the Hallamshire needs to ensure that it is in a strong position to meet this challenge as and when it becomes a reality.

The club has gradually added to its facilities over the years to meet the needs of members. While this has helped establish the excellent range of facilities, it is recognised that there is the potential to improve the overall configuration of the club. With this in mind, the club has also started to develop a 20 year plan to

deliver its vision for the optimal member experience.

The club has developed a model that utilises service providers to deliver core member activities. This model has enabled the club to establish strong partnerships with best in class local businesses and schools, which contribute significantly to our reputation as the flagship racquets club in South Yorkshire. The club intends to continue to evolve the operating agreements to ensure that these symbiotic relationships deliver the desired outcomes for both the Hallamshire and the service providers. While other operating models are available, such as an entirely in house operation, at this time there are no plans to change the current model.

This Strategic Plan will outline the direction the club will take over the 5 year period from 2021 to 2026. It will give the Board of Directors, professional staff and service providers a clear set of goals that cover all areas of the operation and development of the club. This will include club governance, membership retention, club operations, marketing and membership attraction, service provider partnerships, staff management and development, sports and fitness programmes, major facility investment plan and community links.

The strategic plan will be underpinned by an annual business plan that will provide a breakdown of the actions needed to achieve the strategic aims of the

club. The Chair of the Board, in conjunction with the Management Team, will ensure that the strategic plan remains a working document that is reviewed regularly at Board meetings, with on-going updates provided for club members.

Tom Murton
General Manager

Bruce Bentley
Board Charman

Mission



The mission of the Hallamshire is to be a club full of all kinds of people playing sport and having fun, whether it's for fitness, friendship or personal development, or to be world number one. The club will strive to develop its staff and its relationships with service providers to deliver an outstanding member experience.

The board of directors, the management team, the staff and the service providers will strive to deliver a welcoming and inclusive club that offers an extensive range of opportunities to attract and retain members.

The club will work to deliver high standards of governance and ensure it is well managed on a day-to-day basis. It will seek to put in place a long term facility investment plan that puts the club in a robust position to finance the development of significantly enhanced facilities where members and their families are keen to spend time together.

Vision

“To put enjoyment and people at the heart of our club and provide the best possible experience for every member.”

Core Values

Team Spirit

Our Board, staff, service providers and the club's teams will nurture a strong sense of community and belonging for all members.

Welcome

To provide a friendly, safe and inclusive environment at the club for all members.

Engagement

To deliver great member engagement through excellent communication and customer service.

Youth Development

To build on the club's proud history of producing champions by supporting the development of the next generation of racket sports athletes.



Objectives Dashboard

Objective	Timescale	Responsible	Measure
1. Club Governance			
1. Introduce and utilise Annual Business Plan.	Jan 2022	Operations Manager	Business Plan active
2. Make the Directors more visible via a photo board.	Nov 2021	Chair of Board & OM	Director Photo Board up
3. Make Directors aware of liability & identify relevant skills	On-going	Chair of Board	New Directors recruited
4. Consider Director training in corporate governance.	April 2023	Chair of Board	Training completed
5. Re-introduce Squash committee & define comm. function.	On-going	Board Member Squash	Committee reintroduced
6. Policies in place for all areas of statutory compliance.	On-going	Operations Manager	All policies in place
7. Provide members with half yearly financial updates.	2022	Club accountant	Updates provided
8. Evolve 20-year plan and identify sources of funding.	On-going	Board of Directors	20-year plan in place

Objective	Timescale	Responsible	Measure
2. Membership Retention			
1. Work towards achieving 1400 adult members at the club.	On-going	Operations Manager	Number adult members
2. Establish baseline NPS and work to improve nationally.	On-going	Operations Manager	Net Promoter Score
3. Implement twice yearly member survey in March & Sept.	March 2022	Operations Manager	Net Promoter Score
4. Make improvements to current email system.	Oct 2021	Operations Manager	Effective email system
5. Establish preferred methods of member communication.	Jan 2022	Operations Manager	Improved member coms
6. Introduce squash new member offer and fitness offer.	Sep21/Jan22	Operations Manager	Increase retention levels
7. Review social events and relaunch new programme.	Oct 2021	Duty Managers	Policy implemented
8. Introduce exit surveys and implement LTA Attrition Tool.	Oct21/Jan22	Duty Managers	Attrition measured

Objectives Dashboard

Objective	Timescale	Responsible	Measure
3. Club Operations			
1. Put annual maintenance programme in place.	On-going	Operations Manager	Programme in place
2. Recruit Maintenance Apprentice.	Oct 2021	Operations Manager	Apprentice recruited
3. Review and update cleaning schedule.	Sept 2021	Operations Manager	Updated schedule
4. Introduce new layout in bar to create distinct areas.	Sept 2023	Operations Manager	New layout in place
5. Resurface 4 indoor tennis courts and build sinking fund.	Jan 2021	Operations Manager	Courts resurfaced
6. Review existing office accommodation & improve space	Ongoing	Operations Manager & Board	Improved office space

Objective	Timescale	Responsible	Measure
4. Membership Attraction & Marketing			
1. Review approach to member attraction.	April 2022	Operations Manager	New approach in place
2. Review options for new logo, consistent colour palette & clothing.	Jan 2023	Operations Manager & Board	Review Conducted
3. Consider whether club name should be changed.	Jan 2023	Chair of Board	Decision on club name
4. Lower wall and install new signage facing Ecclesall Road.	Dec 2022	Operations Manager	New signage
5. Work towards developing new club website.	From 2023	Operations Manager	Website improvements
6. Carry out social media training for relevant staff.	Sept 2022	Operations Manager	Training delivered
7. Deliver appropriate programme of open days.	On-going	Operations Manager	2 annual open days
8. Introduce corporate membership and corporate days	Sept 2022	Assistant Manager	CM and CD's introduced

Objectives Dashboard

Objective	Timescale	Responsible	Measure
5. Service Providers			
1. Agree areas of joint working and build into annual plan.	Jan annually	Ops Manager & SP's	Joint working agreed
2. Hold regular meetings with each Service Provider.	On-going	Ops Manager & SP's	Monthly meetings held
3. Hold 6 monthly meetings between SP & Board member.	Jan 2022	Designated Board mem.	Quarterly meetings held
4. SP's invited to Board meetings on a 12 monthly basis.	On going	Chair of Board	Half yearly BM attendance

Objective	Timescale	Responsible	Measure
6. Staff Management & Development			
1. Implement new club management structure.	April 2022	Chair of Board	New structure in place
2. Review and update staff contracts and role descriptions.	Nov 2021	Ops Manager	New contracts + JDs in place.
3. Introduce Staff Appraisal	May 22	Operations Manager/ Chair	New SA & PM in place
4. Empower staff to lead on areas of club development.	On-going	Operations Manager	Staff feedback
5. Introduce new Staff CPD Fund.	April 2022	Board of Directors	Funding invested on CPD
6. Conduct Staff Development and introduce a new Staff Wellbeing Policy.	May 2022	Board	New Director appointed & WB Policy introduced
7. Develop Staff Reward & Recognition Programme.	Sept 2022	Ops Manager / Board	R&R prog. introduced

Objectives Dashboard

Objective	Timescale	Responsible	Measure
7. Sports Programmes			
Tennis			
1. Ensure clear player tennis pathway is communicated.	April 2022	DoT & Tennis Chair	Clear Player Pathway
2. Proactively use ambassadorship programme for players.	On-going	Tennis Chair	Membership retention
3. Support the on-going development of the coaching team.	On-going	DoT & Head Coach	Highly trained coaches
4. Develop coach to introduce disability tennis sessions.	April 2022	Head Coach	New session introduced
Squash/ Racketball			
1. Ensure clear player Squash/Racketball pathway is communicated.	On-going	Director of Squash	Clear Player Pathway
2. Establish ambassador program for squash/racketball	On-going	Director of Squash	Membership retention
3. Increase participation by diverse programme.	On-going	Director of Squash	Number on programme

Objective	Timescale	Responsible	Measure
Squash/ Racketball Contd.			
24. Utilise major events to inspire new players	On-going	Director of Squash	Number on programme
5. Introduce new starter competitions and box leagues.	Sep 2022	Director of Squash	New comps, taking place
Fitness			
1. Review fitness layout and equipment and make upgrades.	Nov 2021	Ops Manager	Improved experience
2.. Develop new programme of pilates classes.	Jan 2022	Ops Manager	New classes in place
3. Identify optimum number of fitness members and implement on-going programme of membership offers.	April 2022	Ops Manager	Target membership achieved
4. Review options to increase capacity of fitness suite.	April 2023	Ops Manager	Plan to increase capacity
5. Review options for additional fitness classes.	April 2022	Ops Manager	New fitness class prog.

Objectives Dashboard

Objective	Timescale	Responsible	Measure
8. Major Facility Investment Plan			
1. Produce Capital Spend List.	June 2022	Ops Manager	BC Spend List in place
2. Produce options paper for the future club development.	Jan 2023	Board	Options paper produced
3. Carry out Member Consultation on future major developments.	TBC	Board	Members consulted
4. Work with the University of Sheffield Architecture Dept. to develop a 20 year vision for the club.	Oct 2022	Jeff Sowerby	20 year vision agreed

Objective	Timescale	Responsible	Measure
9. Community Links			
1. Assess and improve existing community & business links.	April 2022	Ops Manager	Audit completed
2. Review accessibility at the club.	Sept 2022	Ops Manager/ Board	Review Completed
3. Introduce health and well-being programmes at the club	Jan 2023	TBC	Programmes introduced

Delivering the Mission

The future direction of Hallamshire Tennis & Squash Club has been outlined in this Strategic Plan. The Plan is intended to provide a framework for the club to move forward and flourish in the future. A significant element focuses on a number of key objectives to be delivered over the next 2 years, in 2022 and 2023, the purpose of which are to strengthen the club's foundations in order to ensure its on-going success.

To achieve the long term vision beyond this period, the Strategic Plan is very much intended to be a working document that is reviewed regularly at Board meetings and that can be built on and added to, to ensure that it continues to reflect where Hallamshire Tennis & Squash Club aspires to be in the next 5 to 10 years. The Board of Directors, professional staff and service providers at the club are fully committed to the delivery of the mission, which is to have a club that is full of all kinds of people playing sport and having fun, whether for fitness, friendship or personal development, or to compete with the best in the world.



Appendix 1 – TOWS Analysis

TOWS ANALYSIS Threats, opportunities, weaknesses and strengths (TOWS):	External Opportunities (OP) 1. Social Activities 2. Advertising on Ecclesall Road 3. Development of bar to attract new members	External Threats (T) 1. Arrival of new clubs 2. Competition from existing clubs 3. Loss of members through pandemic
Internal Strengths (S) 1. Reputation of club 2. Facilities 3. Multi-disciplinary nature 4. High quality coaching 5. Competitive opportunities 6. In-house physio 7. Value for money 8. Inclusivity 9. Friendliness 10. Internal events and hosting major external events	SO 1. Prioritise upgrading of bar to attract potential members and put on events that include non-members. 2. Produce and erect a large sign facing Ecclesall Road and demonstrate inclusivity and advertise facilities and coaching. 3. Advertise Nick Matthew and Jonny Marray success but emphasize that it is a club for all.	ST 1. Ensure courts, gym and bar are in best possible condition to compete with other clubs. 2. Market the high quality coaching. 3. Emphasize the breadth of membership at Hallamshire, so that new members will always find someone of a similar standard to play against.
Internal Weaknesses 1. Deterioration of buildings 2. Marketing/branding 3. Peak time parking 4. Stuffy, staid image 5 Communications 5. Lack of marketing to reflect that Hallamshire is a club for all standards	WO 1. Develop a professional marketing strategy based on the strategic planning exercise. 2. Improve the image of the club by using bright, modern images in the advertising. 3. Improve communications both internally and externally to the local area and other parts of Sheffield from which new members might come, aimed at the type of members the club needs most.	WT 1. Careful prioritisation of expenditure on facilities so that the clubs always appears inviting and user-friendly.