

# GO Tennis

## Castlebar TC Strategic Review

Sept 2023

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# Context



## June 2023

Garrett asked to consider taking the role of Club Manager

After initial meetings, Castlebar TC & Garrett agreed that Garrett would begin a strategic review of the club



## July 2023

Review commenced with committee meetings

Other key personnel interviewed including:

- Paul Gavin
- Diarmuid Gavin
- Noreen McNamee



## August 2023

Olwyn O Toole, who had been working with Garrett in Tennis Ireland & CTC resigned from her role in TI

Garrett asked if Club Manager role would be considered as a dual role with Garrett & Olwyn involved

Information from meetings collated and a strategy outline developed by Garrett & Olwyn

Garrett/Olwyn send information PowerPoint to CTC committee

A large green circle with a vertical gradient from dark purple at the top to bright green at the bottom. It contains the text 'Consultation Process' in white. To the top left of the circle is a small green plus sign, and to the bottom right is a small green dot.

# Consultation Process

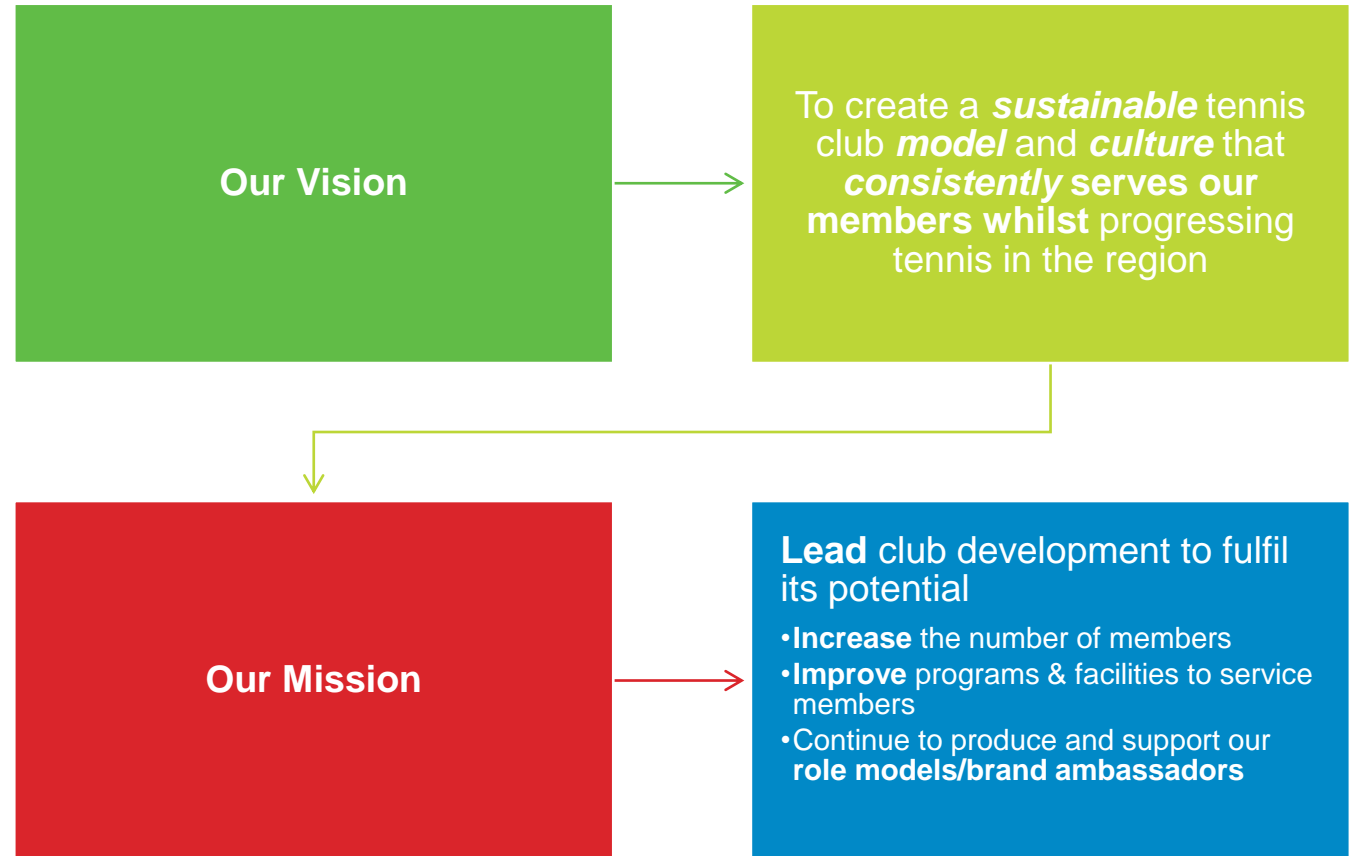
## ➤ Interview Areas Addressed

- Vision
- Facilities
- Organisation/Management/Workforce
- Competition & Player Development
- Schools & Outreach
- Communications & PR
- Paul Gavin Role
- General Comments



# Castlebar TC

## Vision & Mission



# Focus Area 1



## Facilities

### Overall Goal

To maintain/develop our current, state of the art, facilities

### Detailed Action Areas

#### ➤ Courts

- Create a contingency fund for future development
- Ensure aesthetics of facilities each morning

#### ➤ Dome

- Establish how long more we have with the current structure?
- Explore the benefit of reflective layer
- How much for new dome (including Reflective Layer/Air Conditioning)?

#### ➤ Changing Rooms

- Showers – Club must have consistency of hot water
- Opening/Closing – Can we get Key-Pad working again?
- When are they open? Communicate policy to members

# Focus Area 1



## Facilities

### Overall Goal

To maintain/develop our current, state of the art, facilities

### Detailed Action Areas

#### ➤ Hall

- Establish the Current Rental situation (see slide #19)
- Increase potential hall rentals through marketing? Is this possible
- Is it necessary to rent?
- Explore the possibility of running our own classes in the hall?
- Necessity to tackle the acoustics in the hall

#### ➤ Grounds Maintenance

- Produce a Schedule, guided by Paul (do we need to spend money?)
- Focus on courts maintenance to ensure longevity

#### ➤ Car Park

- What is the current situation? Communicate this to members
- Leverage Car Park to help with % for Padel Courts?
- Explore methods of monetising the car park

# Focus Area 1



## Facilities

### Overall Goal

To maintain/develop our current, state of the art, facilities

### Detailed Action Areas

#### ➤ Bar

- Cost of running 'wet bar' very prohibitive. Understand implications of keeping/getting rid of 'wet bar'
- Explore systems that allow members to utilise (Currently no system in place)
- Explore other uses for Bar (Coffee dock?)

#### ➤ Kitchen

- What is the current purpose/function of the kitchen?
- Establish who is registered to use the kitchen? Find out if they sign anything
- Decide whether to invest in the kitchen or change purpose?

#### ➤ General

- Count cars passing the club to establish how many people see CTC daily
- Advertise our facilities to other clubs in the area





## Focus Area 2

### Organisation/Management & Workforce

#### **Overall Goal**

To provide clarity for committee members in their roles and duties. Create transparent club policies that inform members of 'who does what'!  
(These will be regularly communicated to members)

#### **Detailed Action Areas**

- **Define Manager/Director of Tennis Role Profile**
  - Profile must be detailed, realistic & agreed with committee
  - Must include 'Profit Share' incentives, agreed with committee
- **Define Committee Roles**
  - Facilitate a committee evening where each role (Secretary, Treasurer, Captains etc.) and the duties of these roles are clearly defined.
  - Produce a document outlining these duties for future committees
- **Create 'Policies & Procedures' Sub-Committee**
  - Define managers role on sub committee
  - Committee needs to be led by a hard task master
  - 1<sup>st</sup> 6 Months will be most important

# Focus Area 2



## Organisation/Management & Workforce

### Overall Goal

To provide clarity for committee members in their roles and duties. Create transparent club policies that inform members of 'who does what'!  
(These will be regularly communicated to members)

### Detailed Action Areas

#### ➤ Understand role of Club Captains

- Is there a necessity for male & female captains every year? We propose 1 captain per year with lots of committee support (alternating male/female each year)
- Is there potential for the role to last 2-years? This needs to be debated/agreed
- Is there a necessity for a vice-captain?

#### ➤ Define Paul Gavin Role

- Agree on 'New' role for PG & define President role
- PG to advise manager on areas of expertise & continue to work where he feels comfortable.
- PG's current 'duties' to be shared between 'manager' and committee members

# Focus Area 2



## Organisation/Management & Workforce

### Overall Goal

To provide clarity for committee members in their roles and duties. Create transparent club policies that inform members of 'who does what'!  
(These will be regularly communicated to members)

### Detailed Action Areas

#### ➤ Create a CTC Communications Model

- We will develop a communications strategy, utilising the expertise on the committee
- For older members, we will make the notice boards busier. We also aim to install a TV Monitor in front hall with rolling club news
- We aim to hit members with 2/3 Communications per week
- We aim to have dedicated Tournament Reports
- Brand Ambassadors

# Focus Area 3



## Paul Gavin Notes

### Overall Goal

To manage a healthy transition. To identify/manage the areas that PG currently 'controls'

### Detailed Action Areas

#### ➤ Identifying the Control areas

*Everyone understands that PG does a huge amount for the club (Unpaid!)*

- Hall (Understanding of 'the book' & putting bookings online)
- Kitchen & Cleaning
- Bar
- Court Maintenance
- Opening & Closing/Court Bookings

#### 1. Hall

- All hall bookings to go into Acebook System
- Cost per hour to be posted on system/socials etc.
- Transition from PG taking bookings to Manager or Committee Member taking bookings
- Team that will 'set up' hall for bookings
- PG ideas:
  - Can hall be partitioned?
  - Needs to be an agenda item at all committee meetings
  - Acoustics not good in hall, can this be changed?

# Focus Area 3



## Paul Gavin Notes

### Current Hall Bookings

- ☐ **County Council**  
Cost - €100 for 1/2 morning
- ☐ **Cards**  
Cost - €30 for night
- ☐ **Shelly Fitness**  
Cost - €40/hour
- ☐ **Krav Maga**  
Cost - €65 for 3 hours
- ☐ **Bump**  
Cost - €35
- ☐ **Line dancing**  
Cost - €25/hour
- ☐ **COPD**  
Cost - €30/hour

# Focus Area 3



## Paul Gavin Notes

### Overall Goal

To manage a healthy transition. To identify/manage the areas that PG currently 'controls'

### Detailed Action Areas

#### 2. Kitchen & Cleaning

- PG - Is not and cannot be a functioning kitchen
- Cost of upgrading too prohibitive
- Who is allowed use it?
  - Must be registered with HSE
  - Paul from Lough Lannagh is registered
  - Understanding is that Ann O Malley is not registered
- Rules are in the kitchen but not being adhered to! Rule book in the kitchen (Where?)
- Form must be filled out – who enforces this?
- Food already prepared is ok if person preparing is registered
- Currently nothing is signed for Hall or Kitchen
- When someone books the hall, they automatically have access to the kitchen
- Most of the time not cleaned by users
- Cleaned by PG after use or Katalin (Cleaner) when she is around

**PG Note: Hall & Kitchen -** Currently invoiced by Emer Dunne; Transferred direct to account; Cash goes to till & uses 'Hall Rental' Button on till.

# Focus Area 3



## Paul Gavin Notes

### Overall Goal

To manage a healthy transition. To identify/manage the areas that PG currently 'controls'

### Detailed Action Areas

#### 3. Bar

- Donie Organises & liaises with Emer Dunne
- PG 'does what is necessary'!
- Daily/Weekly Duties:
  - Wash Floors (noticeable smell when not washed)
  - Keep U bend clear (also causes a smell)
  - When bar is used, glasses need to be cleaned on the night or at worst next am
- Money from till goes to schute with note

#### 4. Court Maintenance

- *Clay*
  - Corners need to be cleared every 2<sup>nd</sup> day
  - Sweeping - Video tutorial for members
  - Lines swept before commence of play each day
- *Outdoor* - Tractor on courts every 2<sup>nd</sup> week
- *Dome*
  - Layers/Lights need to be regularly monitored
  - Cables need to be tidied

# Focus Area 3



## Paul Gavin Notes

### Overall Goal

To manage a healthy transition. To identify/manage the areas that PG currently 'controls'

### Detailed Action Areas

#### 5. Opening/Closing (Lock Up)

- *Opening*
  - Gate & Lock
  - Open Club door & Deactivate alarm
  - Leave open? When to open & when to lock?
- *General*
  - Can water system go on a timer?
  - At the moment it goes on for 1hr in am & 1hr in pm
  - Access to rackets/balls
  - Green Fees? System?
- *Closing*
  - What time?
  - Alarm & lock all doors (Tic Toc)
  - Outside gate

PG – When will we have the Electronic system?



# Focus Area 4



## Communication & PR

### Overall Goal

Commit to the use of all modes of communication, social media, email, WhatsApp & Noticeboards

### Detailed Action Areas

- **Develop Communications Strategy**
  - Utilising expertise in the area from committee
  - Driven by manager
- **Events Plan**
  - Plan in place at the start of year
  - Driven by captain/s and manager
  - Tennis – Junior & Senior focus
  - Hall/Bar/Kitchen etc. – Member focus
- **Utilise all modes of communication**
  - Social Media/Email/Whatsapp
  - Notice boards
  - Potential for digital advertising in reception area

# Focus Area 4



## Communication & PR

### Overall Goal

Commit to the use of all modes of communication, social media, email, WhatsApp & Noticeboards

### Detailed Action Areas

#### ➤ Develop Strategic Partnerships

- Relationship with council re car park
- Gym & Pool
- Tennis Ireland
- Brand Ambassadors
- Padel Federations
- Advertise 'winter rates' to other (dome less) clubs

#### ➤ Corporate Social Responsibility (CSR)

- We will access funding through partnerships with Tennis Ireland, Local Sports Partnerships and other philanthropic groups
- In order to ensure sustainability of these initiatives we will create an 'impact fund'.
- The funding for this will come through new CSR days

# Focus Area 4



## Communication & PR

### Overall Goal

Commit to the use of all modes of communication, social media, email, WhatsApp & Noticeboards

### Detailed Action Areas

#### ➤ Develop Strategic Partnerships

- Relationship with council re car park
- Gym & Pool
- Tennis Ireland
- Brand Ambassadors
- Padel Federations
- Advertise 'winter rates' to other (dome less) clubs

#### ➤ Invest in Advertising

- Try tennis
  - Targeted groups
  - Sports Clubs
  - Teens
  - 20-30

# Focus Area 5



## Competition & Player Development

### Overall Goal

To provide regular competition for all members at appropriate levels. To offer coaching and advice to all members.

### Detailed Action Areas

#### ➤ Open Tournaments

- Decide when events will take place & who is running each events
- Ensure applications are made in a timely fashion & members are informed
- Establish if members are happy with our current offering?

#### ➤ Internal Ladders/Box Leagues

- Inform members as to when 'key' club events take place
- Clear up who runs each event? Manager? Captains? Coaches?

#### ➤ Coaching & Player Development

- Review Current Junior Offering
- Review Current Senior Offering
- Explore Opportunities to develop the program

#### ➤ Team Opportunities

- Inform members of Current situation
- Endeavour to bring back the Mayo League
- Survey opinion on Connacht/Munster league offering?

# Focus Area 6



## Schools & Outreach

### Overall Goal

To effectively promote Castlebar TC to our local schools (primary & secondary). To provide opportunities for everyone to enjoy our sport through our Enjoy Tennis program.

### Action Areas

#### ➤ Primary School

- Build on 2022/23 to access all schools (primary and Secondary) within 10-mile radius
- Effectively advertise to the public where we currently are operating
- Create a system for monitoring the % uptake from individual schools
- Utilise expertise within the CTC committee on how best to communicate with parents?

#### ➤ Secondary School

- Introduction of a Teachers only program
- Building on the success of the 2022/23 Lunchtime Leaders Program

#### ➤ Enjoy Tennis

- Advertise to members and public what we currently offer

#### ➤ Outreach

- Advertise to members and public what we currently offer
- Continue to engage with service providers to enhance experiences for everyone

# Focus Area 6



## Schools & Outreach Cntd.

### Overall Goal

To effectively promote Castlebar TC to our local schools (primary & secondary). To provide opportunities for everyone to enjoy our sport through our Enjoy Tennis program.

### Castlebar TC will be interacting with the following groups:

#### ➤ 7 Local Primary Schools

- Castlebar Primary Jnr & Snr, Snugboro, Derrywash, Scoil Rafteri, Educate together, Breaffy, Parke
- Delivering tennis to 1930 kids
- Training 84 teachers
- Introducing Castlebar's 1<sup>st</sup> Primary School tennis league

#### ➤ 4 Secondary Schools

- St Josephs, St Gerald's, Davitt College, Achill
- Teacher Training for all Secondary School teachers within a 20-mile radius
- Lunchtime Leaders Course for TY's
- Introducing Castlebar's 1<sup>st</sup> Secondary School tennis league
- Gaisce Tennis Programs

# Focus Area 6



## Schools & Outreach Cntd.

### **Overall Goal**

To effectively promote Castlebar TC to our local schools (primary & secondary). To provide opportunities for everyone to enjoy our sport through our Enjoy Tennis program.

### **Castlebar TC will be interacting with the following groups:**

- **Enjoy Tennis**
  - National Learning Network
  - Western Care
  - Rehab Care
  - Vision Sport Ireland
  - Irish Wheelchair Association
  - Mayo Autism Camp (Including autism units in Primary Schools)
- **Outreach**
  - Ukrainian's
  - Underprivileged
  - International Protection Residents
  - Parks & Community Tennis Programs
- **Corporate Social Responsibility (CSR)**

# Focus Area 6



## Schools & Outreach Cntd.

### Overall Goal

To effectively promote Castlebar TC to our local schools (primary & secondary). To provide opportunities for everyone to enjoy our sport through our Enjoy Tennis program.

### Corporate Social Responsibility (CSR)

- This initiative will be delivered at the club or on site where companies prefer.
- CSR days will be bespoke events tailored to the desire of the company, whether its a family fun day, team building event, or company tournament.
- For the company it will serve as a means to improve wellness within their organisation, introducing employees to a healthy sport for life.
- The company will also positively promote themselves where a percentage of the fee is relocated to our impact fund.
- When the funding is used to deliver tennis in a school, Disability group, session for International Protection Residents etc the group will receive information on the company responsible for their session and a press release will follow.



## Measuring Our Plan

Committee & Executive will develop a set of KPIs linked to the vision/mission and strategic focus areas that we will track on an ongoing basis and report on annually. The measures will include:

- System
- Programmes
- Facilities and Partnerships
- Structures





*Thank You*