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| tsa-logo-cropped.jpg  THE TENNIS TOOLKIT |
| AN AID FOR NEW CLUBS AND NEW CLUB COMMITTEE MEMBERS |
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**1 Club Strategy**

**Introduction**

During the course of 2014 Tennis South Africa developed and agreed to a fifteen year strategy to develop the game of tennis in this country. One of the ideas that evolved from the strategy discussions was that of a Club Toolkit. The tool kit is designed to provide a set of guidelines for players wanting to start a new club, or tennis players who might be new to the various roles involved in running an existing club. This is a support tool for the valued volunteers who help make the game enjoyable for all of us.

The keys aspects of this strategy are :

**The Vision, Mission and Values**

Vision : ‘We see someone playing tennis somewhere every day.’

Mission : ‘To enhance the quality of life for all South Africans of any age group ,by growing the

sport of tennis at every level for everyone who wants to become involved.’

Values : ‘Transparency----Personal Accountability----Sportsmanship’

**The Strategic Plan for Tennis in South Africa**

The key aspects of the strategy entail :

* Develop a consistent broad based set of club and entry level programmes so that tennis becomes a sport for all the peoples of South Africa. This means we need to increase the diversity of and the number of people entering the game and playing tennis across the country. The role of Coaches is vital in developing initiatives such as Play and Stay in Primary Schools and clubs, Tennis Express and Cardio type tennis initiatives. Sustaining and developing a successful Seniors participation in local and international tournaments remains a key activity. Developing tennis as a sport for people who have not had access to the game is a key growth strategy. The Tennis Toolkit is designed to assist players in respect of tennis club governance.
* Become a respected and leading tennis nation. This means creating a meaningful pathway for juniors and open tennis players who aspire to top level tennis. This also means developing school and university tennis, developing the squad system and reviewing the high performance coaching plans.

Provinces, Clubs and Schools are the lifeblood of tennis. This TOOLKIT is designed as an aid to Clubs and Club Committee members who wish to start–up or develop their clubs.

**Developing a Club Strategy**

Why would your club need a Strategy? Mainly because of the following:

* Tennis clubs are run by volunteers with limited time. It is not easy to attract new committee members and committee work can be a thankless task.
* Often the knowledge of running a club rests with one or two people. When these people leave, it is often difficult for new people to pick up on club management.
* Often, people are not sure on the direction of the club. What are the membership goals, where would the club like to be over the next 3—5 years and how could resources be efficiently used.
* Most club members want to play tennis and so the administration and strategy may take a back seat.

Running a club is much like running a business. Clubs need money to operate successfully. Clubs need to maintain facilities. Clubs engage with the community and schools in particular.

Clubs are engaged in running many tennis events such as leagues, tournaments, and junior programmes. These initiatives require time and resources. Having a strategic plan may take some time. The effort, however, may be repaid many times over.

**THE PROCESS: DEVELOPING THE CLUB STRATEGIC PLAN**

The process can be suggested is as follows. Appoint a facilitator to help progress the following steps:

* Examine the local environment in which you operate. So for example:
  + What are the demographics like in your area?
  + Is your club in a growing suburb or an established suburb?
  + Is the local economy vibrant and growing?
  + Are there many schools in the area?
* Next look at your clubs internal resources.
  + How active is the committee?
  + How many members are there?
  + What leagues does the club commit to?
  + What is the state of club finances?

Once these and other relevant issues have been canvassed, it is possible to move onto conducting a strategy session with committee members. Key discussion points would include:

* The VISION of the club,
* The MISSION for the club,
* The VALUES of the club and
* A SWOT analysis.

A SWOT analysis is a useful starting point whereby the participants examine the Strengths, Weaknesses, Opportunities and Threats faced by the club. From this process, a realistic Vision and Mission may be drafted and key club strategies can be drawn out and prioritised. In short, a SWOT analysis is a good starting point that helps identify the challenges likely to be faced by the club in coming years. It helps identify strengths and the process provides a base of information to build effective growth strategies.

What might a SWOT analysis look like? Here is a basic example:

The committee can decide upon items that are URGENT and identify items that have HIGH IMPACT. What is important and what is nice to do?

The **VISION** statement provides a clear and aspirational direction for the club and provides an ideal of what the club would look like over time.

The **MISSION** statement provides a statement of what the club does. What is the reason for being? How is it different from other clubs? An example of a mission statement would be ----to promote, encourage and advance the game of tennis and to provide and maintain sustainable grounds and premises for this purpose---

The **VALUES** clearly state the club beliefs. What the club cares for ….how it will treat people, suppliers and other stakeholders. Examples of Values could include----Sportsmanship----Friendship----Respectful----Community Involvement.

So what would a club strategic plan look like?

Here is an example:

**THE FIREPLACE TENNIS CLUB**

A Strategic Plan for 2015: The New Direction for the Fireplace Tennis Club



**“Towards 2015: A New Direction!”**

**A Strategic Plan for**

**Fireplace Tennis Club**

**As at June 2015**

Example continued:

**OVERVIEW**

This strategic plan was born out of a common desire to see the Fireplace Tennis Club rebuild and refocus in a strong, unified and positive manner. A common vision and a clear set of goals were seen as essential to make our Club one which grew and developed.

The strategic plan sets out our key goals for the coming three years as a small, community tennis club. It is written primarily for an internal audience, and is designed to enable the Club Committee, Officers and other members to establish plans and carry out actions within the framework of an agreed overall Club direction. This approach allows planning in all parts of the Club to be consistent with the Club’s stated strategic direction. It is intended to be a living document, to be revisited and updated regularly in order to respond and adapt to the Club’s environment.

**VISION**

“The best Club on the Platteland”

**MISSION**

“The Fireplace Tennis Club aims to be a friendly community tennis club offering a quality range of opportunities and enjoyable experiences for tennis players at all levels and ages.”

**CORE VALUES**

**People –** We recognise that people of all levels and ages are the basis of the Club, and we aim to foster the development of our members.

**Friendship –** We are friendly, approachable and supportive of each other, the Club and the wider tennis community.

**Teamwork –** We work as a team and seek the input of a wide range of people to help the Club achieve its vision, and we value the views of all who contribute.

**Integrity –** We undertake to approach the Club and its activities with honesty, truthfulness, fairness and justice at all times.

**Sporting –** We value sportsmanship and the traditions of tennis, and seek to promote the spirit of tennis for its own sake.

Example continued:

**KEY STRATEGIC AREAS**

**Key Strategic Area 1: Quality Tennis**

**Responsible:** Club Captain + Tennis Subcommittee

**Overview:** To ensure that the Club provides quality, accessible and enjoyable tennis for players of all levels and ages throughout the year.

**Goals:**

1. To ensure all members have access to a range of competitive and social tennis catering to their needs and ability.
2. To provide a programme of year-round tennis that offers value for money.
3. To have access to quality coaching for all players in the Club.

**Key Strategic Area 2: Finance & Membership**

**Responsible:**  Treasurer + Finance & Membership Subcommittee

**Overview:** To ensure the Club is financially viable and sustainable.

**Goals:**

1. To ensure that the Club has long term financial stability and sustainability.
2. To ensure that the subscription structure balances financial needs of the Club with members’ needs.
3. To develop alternate revenue streams in order to decrease the reliance on subscription funding from members.

**Key Strategic Area 3: Communication**

**Responsible:** Secretary + Communication Subcommittee

**Overview:** To ensure that all stakeholders receive timely, accurate and useful information regarding the activities of the Club.

**Goals:**

1. To develop a regular programme of communicating with all members.
2. To develop the Club website as a well known and effective single source of Club information.
3. To develop a marketing and communications strategy for attracting new members to the Club.
4. To develop a Club information management system that allows simple, efficient communication, record keeping and information management.

Example continued:

**Key Strategic Area 4: Facilities**

**Responsible:** Site Manager + Site Subcommittee

**Overview:** To ensure the Club provides quality facilities that enable enjoyable year-round tennis.

**Goals:**

1. To have the best Club facilities in the Platteland area.
2. To ensure that all courts are available for quality tennis at all times.
3. To ensure that all Club assets are repaired or replaced in a timely manner.
4. To ensure that the Club is secure, safe and healthy for all.

**Key Strategic Area 5: Club Spirit**

**Responsible:** Social Manager + Social Subcommittee

**Overview:** To ensure that the Club has a vibrant year round social programme and a sense of identity.

**Goals:**

1. To grow the Club’s reputation as “the Friendly Club” in the Platteland area.
2. To ensure the Club offers significant opportunities for both on and off court social interaction.
3. To ensure the Club dress standard reflects well on the Club.

**Key Strategic Area 6: Club Governance**

**Responsible:** President + Committee

**Overview:** To ensure that the Club is sustainably governed and managed.

**Goals:**

1. To ensure the Constitution and Club structures are current and reflect and support the strategic direction of the Club.
2. To develop a Club Policy Manual that guides the Club and ensures its smooth and efficient functioning.
3. To ensure that the Club abides by all applicable legislation and rules.
4. To ensure the Club aligns with the strategic direction and initiatives of provincial and national tennis bodies.
5. **To foster Community Partnership/s with the aim to share our facilities with the wider community.**

**2 Club Management**

**Club Constitution**

**Introduction**

This template is provided to assist you in setting up your tennis club. It is provided for guidance only and is intended as a guideline that might be used for new clubs that may wish to develop a constitution.2@

**FIREPLACE TENNIS CLUB CONSTITUTION - TEMPLATE**

1. **NAME** - The name of the club will be the Fireplace Tennis Club, or the Club
2. **PRINCIPLES** - The club is committed to providing opportunities for all in the community to enjoy tennis. The club is committed to the development of tennis and will nurture and grow the game at all levels and all ages
3. **OBJECTS** - The object of the club is to ensure tennis is provided in the community in a planned and enjoyable manner. In particular, the club will provide a maintained venue for members to play, provide competitive activities through intra-club leagues and events, offer a range of coaching programmes to suit varying needs of the membership ,will encourage ties with schools ,and will maintain links with the Provincial and national associations.
4. **POWERS** - The club will have the following powers.
   1. To use club funds for the proper payment of costs and expenses, in accordance with good governance principles.
   2. To purchase, lease or hire any property or rights which the Committee deems necessary for the purpose of attaining the objects of the club. To dispose of such property or rights.
   3. To invest surplus funds for the benefit of the club.
   4. To borrow or raise money from time to time upon the terms deemed fit by the Committee.
5. **MEMBERSHIP** - All persons who agree with the objects of the club, may become members of the club upon completion of the necessary application form and the payment of the membership subscription, set from time to time by a General Meeting of the Fireplace Tennis Club .
   1. A register of membership will be kept by the club Secretary.
   2. A person may resign from the club by providing oral or written notice to the Secretary.
   3. The Secretary will maintain a record of any resignation. If a current subscription has not been paid by a member, membership will cease three months after a subscription has lapsed.
   4. Membership may be classified into Senior, Student, Junior, Mid-week or Country member. The conditions of membership of each category will be determined by the Committee.
   5. Membership may be terminated where a member exhibits conduct that is injurious to the interests of the club. The decision of the Committee will be final, unless revoked by a special General Meeting called for the purpose.
6. **OFFICE BEARERS** - The Committee will be elected at an Annual General Meeting and shall consist of a Chairman, Vice Chairman, Secretary, Treasurer. The Committee may also elect to have persons assigned to Entertainment, Coaching and Maintenance and League Coordination .
7. **DUTIES** - The duties of the Committee will be outlined as follows (the accompanying job descriptions)
8. **MANAGEMENT COMMITTEE** - The committee shall be elected annually and will be responsible for the general management and control of the affairs of the club. The Committee will have the power to co-opt any other member to assist on any appointed sub –committees. ( Note: There should be an agreed number of committee members. )
9. **SUBSCRIPTIONS** - The annual subscriptions to a club shall be fixed by the members at the Annual General Meeting. Subscriptions will be payable at the beginning of the club financial year. Entrance fees, if applicable, payable by new members will also be fixed at the AGM.
10. **FINANCE** - The financial year of the club shall commence on the first day of (June) in each year. All payments by or on behalf of the club shall be first passed by the Committee. All payments drawn in the name of the club shall be signed by the Treasurer and counter signed by the Chairman or Secretary. The investment of club funds will be under the control of the Committee. The club may, by a resolution of two thirds of the members present at an AGM , borrow sums of money that may be required for the purposes of the club. The accounts of the club will be audited each year. The auditor may not be a member of the Committee.
11. **MEETINGS** - The Annual General Meeting shall be held each year in the month of (August). The order of business will be:
    1. Minutes of the last AGM.
    2. Chairmans Annual Report .
    3. Treasurers Report .
    4. Election of Committee members.
    5. Election of Auditors.
    6. General business of which due notice has been given.

A Special or Extraordinary General Meeting shall be called by the Secretary, whenever directed by the Committee or by written requisition submitted by one eighth of the paid up members. This meeting will be held no later than one month of the requisition having been received. A notice will be published setting out the nature of the business to be discussed. Discussion will be restricted to only the matters set out in the notice of the meeting.

1. **VOTING** - Life members, paid up senior members, student and midweek members will be entitled to vote. The Chairman will have a casting vote as well as a deliberative vote. Voting at all meetings will be by a show of hands.
2. **QUORUM** - At any general meeting, twenty members will form a quorum. At a Committee meeting at least half of the Committee must be in attendance to form a quorum.
3. **BYE-LAWS** - The committee shall be empowered to make and rescind BY-LAWS not inconsistent with the rules of the club
4. **WINDING UP** - The club may at any time be wound up by a resolution of the majority of the members present at any General Meeting of the club convened for that purpose. If after winding up, and after the settlement of any debts and liabilities, any moneys left over should be disbursed to a charitable organisation or a body with similar interests to the objects of the club

Chairman

Secretary

Attorney

Date

Club Constitution Example:

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| **Disclaimer**  This template has been provided to assist your tennis club. It is provided for guidance only.  Users are encouraged to seek more information on specific topics and to seek opinion from a legal practitioner on any employment or legal issue.  Reasonable efforts have been taken to ensure the currency and accuracy of information in this template. The information in this template is provided as a guideline only. You make use of it at your own risk and Tennis South Africa accepts no liability for any claims arising from use of this template. |

**Fireplace Tennis Club Constitution**

**1. NAME**

The name of the Club will be Fireplace Tennis Club; in this constitution the Fireplace Tennis club will also be called "the Club".

**2. PRINCIPLES**

The Club is committed to:

1. Providing opportunities for all in the community to enjoy tennis and play, learn and socialise at the club in a manner which suits them.
2. Ensuring the ongoing presence of tennis in the community.
3. Nurture and grow the game of tennis at all levels, for all ages.

**3. OBJECTS**

The objects of the Club will be to ensure tennis is provided in the community in a planned, enjoyable and effective way. In particular the Club will:

1. Provide a maintained venue for members to play.
2. Maintain links and affiliate to the Province and Tennis South Africa so that members enjoy t benefits of being part of the greater tennis infrastructure throughout the country. Club members should be registered with the Province. The club should commit to registering with the local Sports Councils and Sports Departments in its Municipal ward.
3. Provide competitive outlets for all members through entry in interclub competitions, intra-club events and tournaments.
4. Offer a range of coaching programs to suit the varying needs and wants of the membership.
5. Be an active member of the community with ties to schools in the neighbourhood.
6. Carry out other activities consistent with the principles of the Club.

**4. POWERS**

The Club will have the following powers:

1. To use its funds as the Executive Committee thinks necessary or proper in payment of its costs and expenses, including the employment and dismissal of officers and staff, according to principles of current employment legislation.
2. To purchase, take on, lease or in exchange or hire or otherwise, acquire any real or personal property and any rights or privileges which the Executive Committee thinks necessary or proper for the purpose of attaining the objects of the Club and to sell, exchange, let, bail or lease, with or without option of purchase or, in any other manner, dispose of such property, rights or privileges.
3. To invest surplus funds in any way permitted by law for the investment of incorporated Club funds and upon such terms as the Executive Committee thinks fit.

Club Constitution Example Continued:

1. To borrow or raise money from time to time with or without security and upon such terms as to priority or otherwise as the Executive Committee thinks fit.
2. To do all things as may from time to time be necessary or desirable to give effect to and attain the objects of the Fireplace Tennis Club.

**5. MEMBERSHIP**

1. All those persons who were members of the unincorporated Club known as Fireplace Tennis Club at the date of this constitution being agreed to will be members of the Club.
2. Any person who agrees with the objects of the Club may, subject to the Executive Committee's approval, become a member of the Club by application in writing (completion of a membership form) and upon payment of the membership subscription set from time to time by a General Meeting of the Club.
3. A register of members of the Club Fireplace Tenniswill be maintained by the Secretary.
4. Any person may resign membership of the Club by giving oral or written notice to the Secretary. The Secretary will maintain a record of any resignation.
5. If a current subscription has not been paid by a member, membership will cease three (3) months after a subscription has lapsed.

**Expulsion of members**

1. The procedure for expulsion of members will be as follows:
   1. Any person or organisation may make a complaint to the Executive Committee that the conduct of a member of the Club is or has been injurious to the character of the Club. Every such complaint will be in writing and addressed to the Secretary.
   2. If the Executive Committee considers that there is sufficient substance in the complaint, it may invite the member to attend a meeting of the Executive Committee and to offer a written and/or oral explanation of the member's conduct.
   3. The Executive Committee will give the member at least fourteen (14) days written notice of the meeting. The notice will:
      1. Sufficiently inform the member of the complaint so that the member can offer an explanation of the member's conduct; and
      2. Inform the member that if the Executive Committee Fireplace Tennisis not satisfied with the member's explanation the Executive Committee may expel the member from the Club.
2. If in the meeting the Executive Committee decides to expel the member from the Club the member will cease to be a member of the Club.
3. A member expelled by the Executive Committee may within fourteen (14) days give written notice of appeal to the Secretary. The Secretary will then call a Special General Meeting to take place within twenty eight (28) days of receipt of the notice of appeal. If that meeting passes a resolution rescinding the expulsion, the member will be reinstated immediately.

**6. GENERAL MEETINGS**

"General Meeting" refers to both Annual General Meeting and Special General Meeting, unless otherwise specified.

1. The quorum for a General Meeting will be ten (10) members present in person.
2. At least fourteen (14) days written notification of each General Meeting will be given to members at the current address for such members recorded in the register of members. It will be the responsibility of members to keep the office of the Club informed of their contact details.

Club Constitution Example Continued:

1. Notification of a General Meeting will specify the time, date and place of the meeting. Notification will also describe in a general way all the matters that will arise to be considered and specify what further and more detailed information on these matters is available from the Executive Committee. Full information will be provided concerning any proposed amendments to the constitution or any matter which is the business of a Special General Meeting. Such information will be supplied to any member requesting it.
2. The General Meeting will be chaired by the current Chairperson of the Executive Committee. In the absence of the Chairperson the meeting will elect a person to chair the meeting from among the members present.
3. A member may be represented at a General Meeting by a nominee appointed by notice in writing to the Secretary and received by the Secretary before the meeting Fireplace Tennis Club. A member will have the right at any time to change, withdraw or revoke the appointment of the member's nominee by notice in writing to the Secretary.
4. All questions will if possible be decided by consensus. However, where a consensus decision cannot be reached on a matter, the decision will, unless otherwise specified in this constitution Fireplace Tennis Club, be made by a majority vote.
5. Only current full members will be eligible to vote. Affiliate members will be eligible to attend meetings and speak.
6. Voting will be by a show of hands unless members indicate an alternative preference. If any member requests a secret ballot on any vote or election, a secret ballot will be held.
7. If voting is tied, the chairperson will have a casting vote.

**7. ANNUAL GENERAL MEETINGS**

1. Fireplace Tennis Club must hold an AGM once every year at such time, date and place as the Board determines but not more than 15 months after the last AGM.
2. The Annual General Meeting will carry out the following business:
   1. Receive the minutes of the previous Annual General Meeting and of any other General Meeting held since the last Annual General Meeting.
   2. Receive the Executive Committee's report on the activities of the Club over the last year and the proposed priorities and directions for the Club in the current year.
   3. Receive the balance sheet and statement of income and expenditure for the past year and the estimate of income and expenditure for the current year.
   4. Elect the officers and other ordinary members of the Executive Committee of the Club (see section 9.1).
   5. Appoint an auditor of the Club's accounts.
   6. Conduct any other business which may properly be brought before the meeting.

**8. SPECIAL GENERAL MEETINGS**

1. Special General Meetings may be called by the Executive Committee or by a written request made by at least five (5) members and delivered to the Secretary. Where the meeting has been called on the written request of five (5) members it will be called within thirty (30) days of the delivery of that request to the Secretary.
2. A Special General Meeting will only consider business related to the reason for which it is called, as notified to the members (see section 6.3).

**9. EXECUTIVE COMMITEE**

1. The Executive Committee Fireplace Tennis Club will be composed of a Chairperson, Secretary Treasurer and no less than three (3) ordinary members and no more than six (6) ordinary members.

Club Constitution Example Continued:

1. The Executive Committee will have the power to fill any places vacant following the Annual General Meeting, or any vacancy that arises in the Executive Committee or among its named officers until the next Annual General Meeting.
2. Elected members of the Executive Committee will retire at each Annual General Meeting, but will be eligible for re-election at the same and subsequent meetings. Newly elected Executive Committee members will take office immediately upon their election.
3. Nominations for elected positions on the Executive Committee Fireplace Tennis Club, including office-bearers, may be by way of written nomination signed by a current member and endorsed with the consent of the nominee and given to the Secretary at least seven (7) days before the day fixed for the Annual General Meeting. No nomination may be withdrawn after the date on which nominations close. If there are insufficient nominations to fill the vacant positions on the Executive Committee, oral nominations may be received at the Annual General Meeting, provided that no member will be elected who has not consented to being nominated.
4. The procedure for meetings will be as follows:
   1. A quorum will be at least half of its members.
   2. If a member of the Executive Committee, including an office-bearer, does not attend three (3) consecutive meetings without leave of absence that member may, at the discretion and on decision of the Executive Committee Fireplace Tennis Club, be removed from the Executive Committee.
   3. All questions will if possible be decided by consensus. In the event that a consensus cannot be reached then a decision will be made by a majority vote by show of hands.
   4. If the voting is tied, the Chairperson will exercise a casting vote.
   5. Each meeting will be chaired by the Chairperson of the Club or, in her/his absence, by a person appointed by the Executive Committee.
5. The Executive Committee will meet at least six (6) times every year. Meetings may be held in person or by any other means of communicating as decided on by the Executive Committee from time to time. All members of the Executive Committee, including office-bearers, will be given at least (7) days notice of the meeting by the Secretary, verbally or in writing.
6. The Secretary will ensure that a minutes are maintained which will be available to any member of the Club and which, for each meeting of the Fireplace Tennis Club Executive Committee, records:
   1. The names of those present;
   2. All decisions which are required by Fireplace Tennis Club, the constitution or by law to be made by the Club: and
   3. Any other matters discussed at the meeting.
7. The Executive Committee will at all times be bound by the decisions of the members at General Meetings.

**10. INCOME, BENEFIT OR ADVANTAGE TO BE APPLIED TO OBJECTS**

1. Any income, benefit or advantage will be applied to the objects of the Club.
2. No member of the Club or any person associated with a member shall participate in or materially influence any decision made by the Club in respect of any payment to or on behalf of that member or associated person of any income, benefit or advantage whatsoever. Any such income paid shall be reasonable and relative to that which would be paid in an arm’s length transaction (being the open market value).
3. The provision and effect of this clause shall not be removed from this constitution and shall be implied into any document replacing this constitution.

Club Constitution Example Continued:

**11. POWER TO DELEGATE**

1. The Executive Committee may from time to time appoint any committee and may delegate any of its powers and duties to any such committee or to any person. The committee or person may without confirmation by the Executive Committee exercise or perform the delegated powers or duties in the same way and with the same effect as the Executive Committee could itself have done.
2. Any committee or person to whom the Club has delegated powers or duties will be bound by the charitable terms of the Club and any terms or conditions of the delegation set by the Executive Committee.
3. The Fireplace Tennis Club will be able to revoke such delegation at will, and no such delegation will prevent the exercise of any power or the performance of any duty by the Executive Committee.
4. It will not be necessary for any person who is appointed to be a member of any such committee, or to whom such delegation is made, to be a member of the Club.

**12. FINANCIAL ARRANGEMENTS**

1. The financial year of the Club will reflect that of the Province they align too.
2. At the first meeting of the Club and at the first meeting of the Executive Committee following each Annual General Meeting, the Fireplace Tennis Club Executive Committee will decide by resolution the following:
   1. how money will be received by the Club;
   2. who will be entitled to produce receipts;
   3. what bank accounts will operate for the ensuing year, including the purposes of and access to accounts;
   4. who will be allowed to authorise the production of cheques and the names of cheque signatories; and
   5. policy concerning the investment of money by the Club, including what type of investment will be permitted.
3. The Treasurer will ensure that true and fair accounts are kept of all money received and expended.
4. The Executive Committee may arrange for the accounts of the Club for that financial year to be audited by a person appointed for that purpose.

**13. INDEMNITY**

No Officer or member of the Executive shall be liable for the acts or defaults of any other Officer or member of the Executive or any loss occasioned thereby, unless occasioned by their willful default or by their willful acquiescence.

1. The Officers, Executive and each of its members shall be indemnified by the Club for all liabilities and costs incurred by them in the proper performance of the functions and duties, other than as a result of their wilful default.

Club Constitution Example Continued:

**14. ALTERATION OF RULES**

The rules of the Club may only be amended in any way by a 2/3 majority of eligible members personally present at any General Meeting.

**15. MEDIATION & ARBITRATION**

1. Any dispute arising out of or relating to this deed may be referred to mediation, a non-binding dispute resolution process in which an independent mediator facilitates negotiation between parties. Mediation may be initiated by either party writing to the other party and identifying the dispute which is being suggested for mediation.

**16. ACTIVITIES LIMITED TO SOUTH AFRICA**

The activities of the Club will be limited to South Africa.

**17. DISPOSITION OF SURPLUS ASSETS**

1. The Club may be wound up if at a General meeting of its members, it passes a resolution to wind up, and the resolution is confirmed at a subsequent general meeting called together for that purpose and held not earlier than 30 days after the date on which the resolution to be confirmed was passed.
2. Any surplus assets after the payment of all outstanding liabilities will be distributed among such community organisations in South Africa that have similar objects to the Club and as the members will decide in a General Meeting.

Club Constitution Example Continued:

**18. RULES OF TENNIS**

The rules of the game of tennis shall be the Rules of Tennis as set down and interpreted from time to time by the ITF (and subject to any variations permitted for South Africa as permitted by ITF). The Rules of Tennis shall be observed by Fireplace Tennis Club and all Members and all matters relating to the game of shall be carried out in accordance with such Rules.

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FIREPLACE TENNIS CLUB ANNUAL GENERAL MEETING

27 JUNE 2015, 12H30, SATURDAY,

FIREPLACE TENNIS CLUB

CLUB HALL

Notice is hereby given that the Annual General Meeting of the Fireplace Tennis Club will be held on 27 June 2015 at 12h30 in the Club Hall, Fireplace Tennis Club.

The following will be on the Agenda for Consideration and Tabling:

1. Receive and consider the Report of the Fireplace Tennis Club Financial Affairs, 2015 / 2016
2. Elect and confirm Committee Members for the coming year, 2015/ 2016, as prescribed below :

* Chair – Name - Acting Chairman (2015)
* Vice – Chair – To be Nominated and Appointed
* Secretary – Name
* Functions & Events - Name
* Social Section – Name
* Maintenance – Name
* General – Name
* General & Coaching Section : Name

1. Any other Nominations to consider
2. Further items to discuss

* General matters

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FIREPLACE TENNIS CLUB ANNUAL GENERAL MEETING

27 JUNE 2015, 12H30, FIREPLACE TENNIS CLUB, CLUB HALL

NOMINATION FORM, FIREPLACE TENNIS CLUB CHAIR 2015/ 2016

I, hereby Nominate the following, as Chair of the Fireplace Tennis Club:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Name of Nominee*** | ***Position*** | ***Name of Proposer*** | ***Name of Seconder*** | ***Acceptance by Nominee*** |
|  | *Chair* |  |  |  |
|  | *Chair* |  |  |  |
|  | *Chair* |  |  |  |
|  | *Chair* |  |  |  |
|  | *Chair* |  |  |  |
|  | *Chair* |  |  |  |

**Kindly note the following :**

1. In Order to be considered for Chair, the Nominee needs to have been on the FTC Committee for a minimum of twelve(12) months or longer;
2. In order for the Nomination to be considered Valid, each Form needs to be completed with a Proposer, Seconder and the Nominee accepting the Nomination;
3. This is a Nomination Form, **not** a Voting Form, therefore all Valid Nominees will be voted for on the day of the FTC Committee AGM.

Please can you ensure that all Nomination Forms are completed and handed back to the Secretary at the Club no later than Friday, 26 June 2015, before 12h30.

Kind regards

***Fireplace Tennis Club Committee***

****

FIREPLACE TENNIS CLUB ANNUAL GENERAL MEETING

27 JUNE 2015, 12H30, FIREPLACE TENNIS CLUB, CLUB HALL

NOMINATION FORM FIREPLACE TENNIS CLUB VICE-CHAIR 2015/ 2016

I, hereby Nominate the following, as the Vice-Chair of the FTC Committee:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Name of Nominee*** | ***Position*** | ***Name of Proposer*** | ***Name of Seconder*** | ***Acceptance by Nominee*** |
|  | *Vice-Chair* |  |  |  |
|  | *Vice-Chair* |  |  |  |
|  | *Vice-Chair* |  |  |  |
|  | *Vice-Chair* |  |  |  |
|  | *Vice-Chair* |  |  |  |
|  | *Vice-Chair* |  |  |  |

**Kindly note the following :**

1. In order for the Nomination to be considered Valid, each Form needs to be completed with a Proposer, Seconder and the Nominee accepting the Nomination;
2. This is a Nomination Form, **not** a Voting Form, therefore all Valid Nominees will be voted for on the day of the FTC Committee AGM.

Please can you ensure that all Nomination Forms are completed and handed back to the Secretary at the Club no later than Friday, 26 June 2015, before 12h30.

Kind regards

***Fireplace Tennis Club Committee***

****

FIREPLACE TENNIS CLUB ANNUAL GENERAL MEETING

27 JUNE 2015, 12H30, FIREPLACE TENNIS CLUB, CLUB HALL

NOMINATION FORM FIREPLACE TENNIS CLUB COMMITTEE MEMBER 2015/ 2016

I, hereby Nominate the following, as a Committee Member of the FTC Committee:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Name of Nominee*** | ***Position*** | ***Name of Proposer*** | ***Name of Seconder*** | ***Acceptance by Nominee*** |
|  | *Committee Member* |  |  |  |
|  | *Committee Member* |  |  |  |
|  | *Committee Member* |  |  |  |
|  | *Committee Member* |  |  |  |
|  | *Committee Member* |  |  |  |
|  | *Committee Member* |  |  |  |

**Kindly note the following :**

1. In order for the Nomination to be considered Valid, each Form needs to be completed with a Proposer, Seconder and the Nominee accepting the Nomination;
2. This is a Nomination Form, **not** a Voting Form, therefore all Valid Nominees will be voted for on the day of the FTC Committee AGM.

Please can you ensure that all Nomination Forms are completed and handed back to the Secretary at the Club no later than Friday, 26 June 2015, before 12h30.

Kind regards

***Fireplace Tennis Club Committee***

**People and Roles at a Club**

**Introduction**

At most clubs, volunteers are critical to the functioning of the club.

Volunteers run the committees, organise different tennis events, such as Saturday Social tennis, club leagues and championships. Volunteers help raise funds to keep the club on a sound footing. Some staff may have paid staff such as a manager or coach. It thus becomes important for clubs to manage people involved. Volunteers are a key part of the club structure. They need to be supported and have clearly defined roles and an understanding of what is expected of them.

This section of the tennis club toolkit therefore has a focus on the roles played by the various volunteer staff at a tennis club. Most clubs have roles such as Chairman, Secretary, Treasurer, Club Captain, Maintenance and Facilities, Entertainment Co-ordinator, Tournament and League Co-ordinator as well as other key roles.

Part A looks at the roles and responsibilities guidelines is for new players wishing to volunteer their services. The roles described are simply suggestions based on practice in different clubs in South Africa. (Please cut and paste, depending upon the size of your club).

Part B looks at the relationship with the Club Coach, a key member of the club.

Part A:

Suggested Job Description Templates for jobs referred to. Please adapt for your own club purposes.

**1. The Chairman**

**OVERVIEW**

The Chairman is the principle leader of the club, and has overall responsibility for the club’s strategy and operations. The Chairman guides the club strategy and annual committee agenda (consistent with the views of members), helps the committee prioritise its goals and then keeps the committee on track by working within that framework. At the operational level, the major functions of the Chairman is to facilitate effective committee meetings, and be the main point of contact with Association and or Regional bodies.

**TERM**

* The Chairman is [elected by Annual General Meeting/appointed by committee etc], and holds their position until [the next Annual General Meeting/they are voted out etc]

**PRIMARY OBJECTIVE**

* To provide overall leadership to ensure the club reaches its agreed strategic goals

**TIME COMMITMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* Act as Chair of the Committee and Annual General Meetings
* Represent the club locally, regionally, and nationally
* Act as a facilitator for club activities
* Act as an ex-officio member of sub-committees
* Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the President is someone who:

* Has well-developed leadership skills
* Can communicate effectively Can think “big picture” and strategically
* Is aware of the future directions and plans of members
* Has a good working knowledge of the constitution, rules and the duties of all office holders and sub-committees
* Can delegate responsibilities and tasks effectively
* Is a supportive leader for all of the club’s members

**2. Club Captain**

**OVERVIEW**

The Club Captain holds overall responsibility for the club’s tennis activities. The Club Captain ensures that all areas of the club (seniors, juniors, veterans, midweek etc) have a programme of tennis events, competitions and tournaments throughout the year.

**TERM**

* The Club Captain is [elected by Annual General Meeting/appointed by committee etc], and holds their position until [the next Annual General Meeting/they are voted out etc]

**RESPONSIBLE TO**

* Club Chairman

**PRIMARY OBJECTIVE**

* To ensure the club provides quality, accessible and enjoyable tennis for all players throughout the year

**TIME COMMITMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* Ensure all members have access to a range of competitive and social tennis catering to their needs and ability through the year
* Organise any coaching programmes needed
* Manage leagues and competitions such as championships run by the club
* Arrange any necessary tennis equipment
* Organise court scheduling roster to allow for appropriate and efficient use of the courts, especially by club teams e.g. interclub teams

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the Club Captain is someone who:

* Can communicate effectively
* Is outgoing, friendly and a “people person”
* Is able to organise well
* Is creative
* Is able to develop tennis activities for a wide range of ages and skill levels, including matching the right activities to the right players

**3. Secretary**

**OVERVIEW**

The Secretary is the chief administration and information officer of the club. They provide the link between members, the management committee and outside agencies.

**TERM**

* The Secretary is [elected by Annual General Meeting/appointed by committee etc], and holds their position until [the next Annual General Meeting/they are voted out etc]

**RESPONSIBLE TO**

* Club Chairman

**PRIMARY OBJECTIVE**

* To ensure that all stakeholders receive timely, accurate and useful information regarding the activities of the club

**TIME COMMITMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* Ensure a regular programme of communication with all members is developed
* Ensure a system is developed that allows simple record keeping and information management
* Prepare the agenda for club/group meetings in consultation with the Chair
* Make arrangements including venue, date, times and hospitality for club meetings
* Send adequate notice of the meetings
* Collect and collate reports from office bearers
* Call for and receive nominations for committees and other positions for the club/group AGM
* Take the minutes of meetings and write them up as soon as possible after the meeting
* Read, reply and file correspondence promptly
* Collate and arrange for the printing of the annual report
* Maintain registers of members’ names and addresses, life members and sponsors
* Maintain files of legal documents such as constitutions, leases and titles
* Act as the public officer of the club/group liaising with members of the public, affiliated bodies and government agencies

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the secretary is someone who:

* Can communicate effectively.
* Is well organised and can delegate tasks.
* Can maintain confidentiality on relevant matters.

**4. Treasurer**

**OVERVIEW**

The Treasurer has overall responsibility for the club’s finances. The Treasurer ensures that the club is financially sound and organises the day to day financial transactions.

**TERM**

* The Treasurer is [elected by Annual General Meeting/appointed by committee etc], and holds their position until [the next Annual General Meeting/they are voted out etc].

**RESPONSIBLE TO**

* Club Chairman

**PRIMARY OBJECTIVE**

* To ensure (in conjunction with the club’s governance committee) that the club is financially viable and sustainable, and that all financial aspects of the club are attended to

**TIME COMMITMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* Ensure the club has enough cash flow to meet its obligations as they fall due
* Develop recommendations for adjustments to annual subscriptions and interclub fees
* Prepare, monitor and report monthly and annual budgets for approval to the governance committee
* Maintain accurate financial accounting records and reporting systems in accordance with generally accepted accounting principles
* Keep a proper record of all payments and monies received
* Make sure financial reports are available and understood at all committee meetings
* Show evidence that money received is banked and documentation provided for money paid out
* Ensure that information for an audit is prepared each year, and arrange the audit
* Produce an annual financial report
* Be accountable for and audit any trust funding, grant or sponsorship money gained
* Send out any accounts and pay bills once approved

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the Treasurer is someone who is:

* Well organised with some basic accounting and computer knowledge
* Able to allocate regular time periods to maintain the books
* Aware of information which needs to be kept for the annual audit
* Aware of trust audit trail requirements

**5. Maintenance and Facilities**

**OVERVIEW**

The Maintenance and Facilities Officer ensures that the club’s assets and facilities are kept in good working order.

**TERM**

* The Maintenance & Facilities Officer is [elected by the Annual General Meeting/appointed by committee etc], and holds their position until [the next Annual General Meeting/they are voted out etc]

**RESPONSIBLE TO**

* Club Chairman

**PRIMARY OBJECTIVE**

* To ensure the facilities and assets at the club are of an optimum standard, thus ensuring a professional and clean environment for all members

**TIME COMMITMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* Be proactive in maintaining facilities to help prevent any serious issues arising
* Make sure that the club facilities are safe and meet all legal requirements
* Communicate and co-ordinate any contractors the club may require
* Report to the committee on the condition of the facilities and assets of the club every three months
* Maintain an asset register - recording all maintenance work and purchasing of assets
* Liaise with the club coach to ensure additional preparations are made before any upcoming events
* Have a process in place for members to report faults or issues with club facilities

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the Facilities and Maintenance officer is someone who:

* Is able to keep good records
* Has some DIY experience
* Has some knowledge of health and safety
* Can facilitate paid contractors if required

**6. Entertainments Co-ordinator (Social Committee Member)**

**OVERVIEW**

The Entertainments Co-ordinator holds overall responsibility for arranging social events which may be held at or outside of the club.

**TERM**

* The Entertainments Co-ordinator is [elected by Annual General Meeting/appointed by committee etc.]
* They hold this position until [the next Annual General Meeting/they are voted out etc.]

**RESPONSIBLE TO**

* Club Chairman

**PRIMARY OBJECTIVE**

* With the help of a social committee and suggestions from members provide a variety of events throughout the year which gives Club members the chance to bond, promotes the Club to the wider public, and provides opportunities for the Club to raise funds

**TIME COMMITTMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* To plan and run social events at the club for members, prospective members, and the wider community
* Liaise with the committee on the club’s event calendar, keeping it maintained and up to date
* Form a sub committee to aid with the planning and running of events
* Obtain feedback from club members to gather ideas about future events
* Liaise with the club coach and aid them in the running of social events

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the Entertainments Co-ordinator is someone who:

* Can communicate effectively
* Is outgoing, friendly and a “people person”
* Is well organised
* Can lead a team and delegate responsibility
* Is creative and can think outside of the square

**7. Tournaments and League Coordinator(optional and can be combined with Club Captain role )**

**OVERVIEW**

The Tournament and League Coordinator holds the overall responsibility for tennis tournaments and league.

**TERM**

* The Tournament and League Coordinator is [elected by the Annual General Meeting/appointed by committee etc]. They hold the position until [the next Annual General Meeting/they are voted out etc]

**RESPONSINBLE TO**

* Club Chairman

**PRIMARY OBJECTIVE**

* To ensure the effective organisation and running of any tournaments or other stand alone competitions played at the club

**TIME COMMITMENT**

* Up to [X] hours per week – but this may vary depending on the time of year

**KEY RESPONSIBILITIES**

* Liaise with the committee to arrange dates and timelines for tournaments/events
* Ensuring they have the support and backing necessary to carry out a successful tournament
* Make the draws including seeding and grouping players where necessary
* Scheduling the tournament/event
* Recording results and publishing where required
* Establishing the rules and guidelines for the tournament/event (dress code, length of matches, weather rulings, points systems etc)

**KNOWLEDGE/SKILLS REQUIRED**

Ideally the Tournament and League Coordinator is someone who:

* Has organised or played in many events and tournaments and understands the complexities and how these events run
* Is well organised and thorough
* Has computer knowledge including any tournament programs (eg. Tournament Planner).
* Is confident and competent in their abilities to make tough, decisive calls

CONDUCTING MEETINGS WITH THE COMMITTEE

Running effective meetings is an important part of running a successful club. Effective management of a meeting involves preparation and thought.

A guideline to running meetings can be found at

http:/ctb.ku/ed/en/table of contents

**3 COACHING**

**Introduction**

Many clubs have coaches, either on a full time or part time basis. If your club does have a coach, one

very important issue is having a written agreement between the club and the coach, covering things such as the coaches roles, responsibilities, legal relationship with the club (employee or independent contractor), and pay rate. This will prevent a wide range of issues that can arise if a verbal agreement is the only thing in place!

If your club already has an existing arrangement or practice in place, then it will simply be a case of

formalising that in writing. However, if your club has no clear idea of this, or is about to look for a

new coach, then your club needs to consider the following questions:

* What services is the coach expected to provide?
* What hours will the coach be expected to work?
* What hourly/weekly rate will the coach be paid?
* Will the coach be an employee or independent contractor (very important – this affect issues such as who is paying tax)?
* Will there be space for a pro shop/racket restringing etc?
* Will the club have set courts at set times for the coach to use?
* Will the coach be charged rent on the courts?
* Does the coach have unrestricted access to club members for coaching (junior, newcomers,

interclub teams, midweek ladies, individuals)?

* Will there be a guarantee of the number of hours the club will give the coach?
* Does the coach have exclusive rights to coach at the club?
* Can the coach bring in non-members for coaching?
* What consultation will there be around future development plans?
* Does the coach have the right to organise business house / midweek tennis, perhaps in

conjunction with the club?

* Are there any other duties the coach would be expected to perform for the club?

Once your club has decided on its approach (often this will be done in consultation with a prospective coach, in the same way employment agreements are negotiated when starting a new job), your club is ready to begin the process of writing an agreement.

The following is a template of what your agreement with your coach might look like. Of course, it is a legal document, so your club needs to make sure it is correct and legally valid. Your regional association may be able to assist your club with the legal issues involved in getting the contract finalised.

**Example of a Coaches Contract**

COACHING CONTRACT – EXAMPLE A

(This sample contract is taken from guidelines published by the Development Department of the International Tennis Federation)

This is a contract for the supply of coaching services between

…………………………………………………………… Club (The Club)

and

……………………………………………………………. Coach (The Contractor)

1. **Appointment**

The Club agrees to engage the coach in the position of contract coach.

The coach shall be an independent contractor and not an employee of The Club.

He/She is not restricted to working solely for The Club and is free to seek other engagements.

1. **Term**

The engagement shall commence …………………………………… and shall continue until ………………………………. or such other dates as agreed between the parties (unless terminated as set out in clause 9.1 or 9.2).

1. **Duties and Obligations**
   1. The position is a contract position, involving the coaching of squads or individuals as assigned by The Club.
   2. The contractor will work with ……………………...……………….. (club official) or his/her appointee and shall be responsible for carrying out the duties outlined in the position description. (Schedule A)
   3. The coach acknowledges and agrees to comply with The Club policies and procedures as set by management from time to time. Such policies and procedures may be varied or cancelled by The Club and the coach will be notified accordingly.
2. **Remuneration (Optional)**
   1. The position is a contract position and will be paid at a rate of ……………. per hour for coaching. This remuneration includes full recognition of all hours of work, conditions of work, qualifications and experience.
   2. The contractor agrees to invoice The Club on a monthly basis no later than the 5th working day of the following month.
   3. Subject to 4.2, The Club agrees to make payment either by bank transfer to the contractor by the 20th day of the month following the month of the services.
3. **Taxation**

The coach is a self-employed contractor and therefore has the responsibility to meet his/her own taxation obligations. The Club accepts no responsibility for the deduction of tax from the amount paid to the contractor.

1. **Equipment**

The contractor will supply his/her own equipment such as balls, racquet, clothing, although [The Club reserves the right to supply clothing branded with logos to be worn when coaching for the Club].

1. **Expenses**

Unless agreed otherwise between the parties, The Contractor is required to meet his/her own costs of attending coaching sessions run by Tennis South Africa.

1. **Sub-contracting**

The Contractor may only sub-contract the coaching with the permission of The Club.

The Contractor may not, without written permission by The Club, assign his or her rights under the contract.

1. **Termination**
   1. Either party may terminate this contract giving notice in writing to the other party. This must comply with the relevant labour legislation..
   2. In the event of serious misconduct, breach of trust or neglect of duties, The Club may at its sole discretion terminate the contract forthwith by issuing written notice.
   3. Upon termination The Contractor shall deliver to ………………………… (club official) all records and/or property that are is his/her possession under this contract and in any way relating directly or indirectly to the affairs of The Club.
2. **General Conditions**
   1. **Confidentiality**

During the period of engagement or after termination, The Contractor shall not disclose, or use in any manner, confidential knowledge, information, property or secrets belonging to or relating to The Club.

* 1. **Public Statements**

The Contractor shall make no public statements or press releases on behalf or in any way relating to The Club during this contract or for a period of twelve months after the termination of this contract.

* 1. **Disputes**

In the event of any dispute, the parties agree to mediate in the first instance.

1. **Declaration**

This agreement replaces all previous arrangements, agreements or contracts relating to conditions of engagement, both express or implied, taking effect from the date of this contract.

Signature of this contract records complete understanding and agreement of the parties to the terms of the contract.

For The Club

……………………………………… (Title)

Signature …………………………………….. Date ……………………………..

Contractor ……………………………………..

Signature ……………………… Date ….

# SCHEDULE A – POSITION DESCRIPTION

**Contract Coach to ……………………………………. (The Club)**

The responsibilities of the coach are to coach and report on the squads assigned to him/her.

1. To attend and coach at squad coaching session as arranged with

…………………………………………. (Club Official)

1. *Specify exact dates and times coaching is required.*
2. **School Holidays:**

*Specify if coaching continues during school holidays or not if relevant.*

1. **Coach’s Absences:**

If a coach intends to be away during term time, they should notify ………………………………….. (Club Official) as soon as possible.

1. **Cancellations:**

Specify who is responsible for cancellations because of inclement weather etc. and who is responsible for communicating the information to the players and / or their parents.

1. **Making Up Sessions:**

Specify if you want cancelled sessions made up or not. If they are to be made up when would they happen.

1. **Written Plan:**

Each contractor shall prepare a written plan for the coaching sessions for each squad. *This may or may not be required. Both parties should understand what the coach is trying to achieve at each session.*

1. **Written Reports on the players as required:**

Do you require a written report after the coaching? Do you want the coach to record who attends each session?

1. **Professionalism:**

It is expected that the coach will always be punctual and well prepared. A professional approach in their coaching is expected.

10, *Any other conditions specific to your club.*

*You may wish to require the coach to participate in other events (such as promotions) as and when required by the club.*

**Example of a Job Description for a Coach**

**Coach Contract ideas.**

The club should decide what it is going to offer the coach.

1. Pro Shop space.
2. Use of club facilities for coaching both in small group, individual and clinic situations.
3. Access to its members for coaching (junior, newcomers, interclub teams, midweek ladies,

individuals). The club should make a guarantee of the number of hours it will give the coach in

the junior and interclub teams areas as definite income.

1. Exclusive rights to coach at the club. They are the only person who can coach at your club.
2. The right to bring in non-members for coaching.
3. Consultation in future development plans.
4. The right to organise business house / midweek tennis perhaps in conjunction with the club.

In return there are a number of ways of organizing the coaches role and payments/rentals.

**Scenario No.1**

Coach pays a rental for facilities used i.e. shop space and court hire. Court hire at an agreed

hourly/monthly/weekly rate.

**Scenario No.2**

No charge to coach for use of facilities but in return the coach has defined rules and jobs to be

performed for the club in lieu of payments.

1. Select interclub’ teams
2. Organise junior programme (coaching separate)
3. Plan a specified number of events/tournaments for club members
4. Organise club ranking ladders
5. Collect casual court hire during specific hours
6. Any other role the club thinks comes under this system

**Scenario No.3**

A combination of both No.1 and No.2

For in depth information on Coaching Ethics, see the International Tennis Federation website at

http:/ [www.itftennis.com](http://www.itftennis.com)

# 4 COURT MAINTENANCE

An important part of running a successful club involves a careful approach to Court Maintenance

This topic is dealt with in detail under the ITF website Details can be found at http:/www.itftennis.com

Look under Technical ITF.