

EXCEPTIONAL EXPERIENCES

OUR STRATEGIC PLAN
INTO THE NEXT DECADE 2022-2030



EDGBASTON
PRIORY CLUB

WELCOME FROM OUR CHAIR SUSTAINING OUR CLUB

On behalf of the Board, I am delighted to launch our eight-year strategic plan which aims to sustain an exceptional racquets and lifestyle club for our members, through to our 150th anniversary and beyond.

For the majority of us, this club is more than somewhere to exercise: it's a community, a social support network of friends and caring people.

The past 18 months have been incredibly challenging for members and staff. This strategic plan aims to get the club back on track following the effects of the pandemic and forge ahead to create a club that members, now and in the future, feel a sense of pride and belonging.

To achieve this we aim to create:

- A **sustainable** financial plan with robust risk management.

- A **long-term plan** of our site, which will accommodate new and existing racquets, leisure, wellbeing and other activities.
- A club that is **welcoming to all** and ensures that the behaviour of all members is aligned with our values.
- A club committed to **continual improvement**, creating a culture of **solution-driven positivity** where members views are welcomed.
- A club committed to working with our partners to build on our **heritage** and develop **innovative** ways to increase participation in racquet sport.



Carol Cole



“ TO BE A CLUB THAT HELPS
NURTURE, INSPIRE AND
CONNECT OUR MEMBERS
AND THE WIDER COMMUNITY
THROUGH A SHARED
PASSION FOR RACQUET
SPORT AND FITNESS

WELCOME FROM OUR CHIEF EXECUTIVE OUR VISION

There will be many legacies of the global pandemic. For the club, which includes members and staff, it has crystallised many things: our importance to our members, our commitment to the welfare of our staff, our relevance in the wider community.

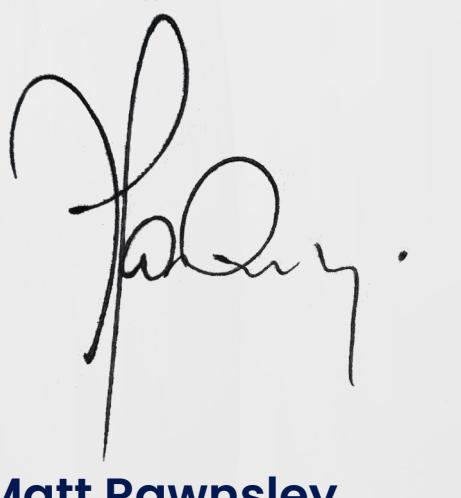
For me personally, after working with the Board and staff to ensure the club would survive, my focus shifted to how the club could thrive. We have done many things as the result of the pandemic that will endure for many years to come and the reason for this is simple: we want to instil a greater sense of community at the club.

We have taken back control in areas such as catering and our provision for youngsters and families so we can enhance the service levels and not be bound by external parties.

Our vision is to ensure that we deliver exceptional experiences for our members.

To do this we need to ensure we have a profitable business model that enables the club to fund its future and has the capability to invest in facilities, services and technology, keeping us at the leading edge in our sector. We must also have the right people within our organisation to deliver on the expectations of the Board and our members.

It is a competitive world, and we must never be complacent. We must be more to members than a place to play, eat and rest. And more to our staff than a place to work. This is why our culture is so important, and driving the sense of community in everything we do will be a key factor in where we invest in the future.



Matt Rawnsley



**“ OUR VISION IS TO
DELIVER EXCEPTIONAL
RACQUETS
AND LIFESTYLE
EXPERIENCES FOR
OUR MEMBERS**

OUR MISSION

Our mission is to forge an inclusive environment that fosters a sense of belonging and creates memorable experiences, by investing in our people and facilities and encouraging innovation, whilst respecting our heritage.



OUR VALUES & CULTURE

EXCELLENCE

- Deliver excellent member experience
- Enable members to achieve their goals
- Identify and support talent
- Strive for continual improvement

INCLUSIVITY

- Recognise and promote diversity
- Meet the needs of all ages and abilities.
- A club that is welcoming to all members by all members
- Treat everyone in a fair and consistent way

"Delivering exceptional experiences is not just about creating those wow moments, it's as much about focusing on the everyday detail and getting that right."

"My thanks to the whole tennis coaching team - their sense of humour, friendliness and encouragement have made me feel so welcomed at the club."

"I once forgot to get my little girl a babychino. Before I knew it a lovely babychino arrived without even asking - these little things make such a difference to a tired mum!"

“A CULTURE OF SOLUTION-DRIVEN POSITIVITY WHERE MEMBER VIEWS ARE WELCOMED

OUR VALUES & CULTURE

CARING

- Treat others with respect at all times.
- Support local charities and communities
- Strive to see the perspectives of others

"We strive for excellence at all levels, instilling a strong work ethic and creating an environment for young squash players to reach their potential."

"I am so proud of the work we do through our grounds team to prepare young people with learning disabilities for employment opportunities."

"I love how many people I have met through all the different tennis and social events at the club."

"Through the delivery of exceptional events we want to be memory makers for members."

“A CULTURE THAT IS WELCOMING AND CONSIDERATE TO ALL MEMBERS BY ALL MEMBERS

OUR STORY



OUR STORY

The story of our club charts the route from the very invention of lawn tennis a stone's throw away in Ampton Road, through the development of tennis and squash nationally and internationally, to the club's place as one of Britain's foremost racquets and lifestyle clubs.

The club as we know it today was formed in 1965 as a result of a merger between two very long established clubs; Edgbaston Cricket and Lawn Tennis Club founded in 1878, and Priory Lawn Tennis Club founded in 1875. This merger came about following a disastrous fire that completely destroyed Priory's clubhouse - hence our logo representing a phoenix rising from the ashes.

We are committed to building on this rich history by investing in our facilities, forging a vibrant community of members, igniting a passion for racquet sport within our local community and hosting tournaments where the future bright stars of tennis and squash can shine.



THE CLUB TODAY



We're working with **Squash United** to introduce more people to squash in the build up to the Commonwealth Games 2022.



Our Club Championships and social tournaments provide **opportunities to connect with other members** through friendly competition.

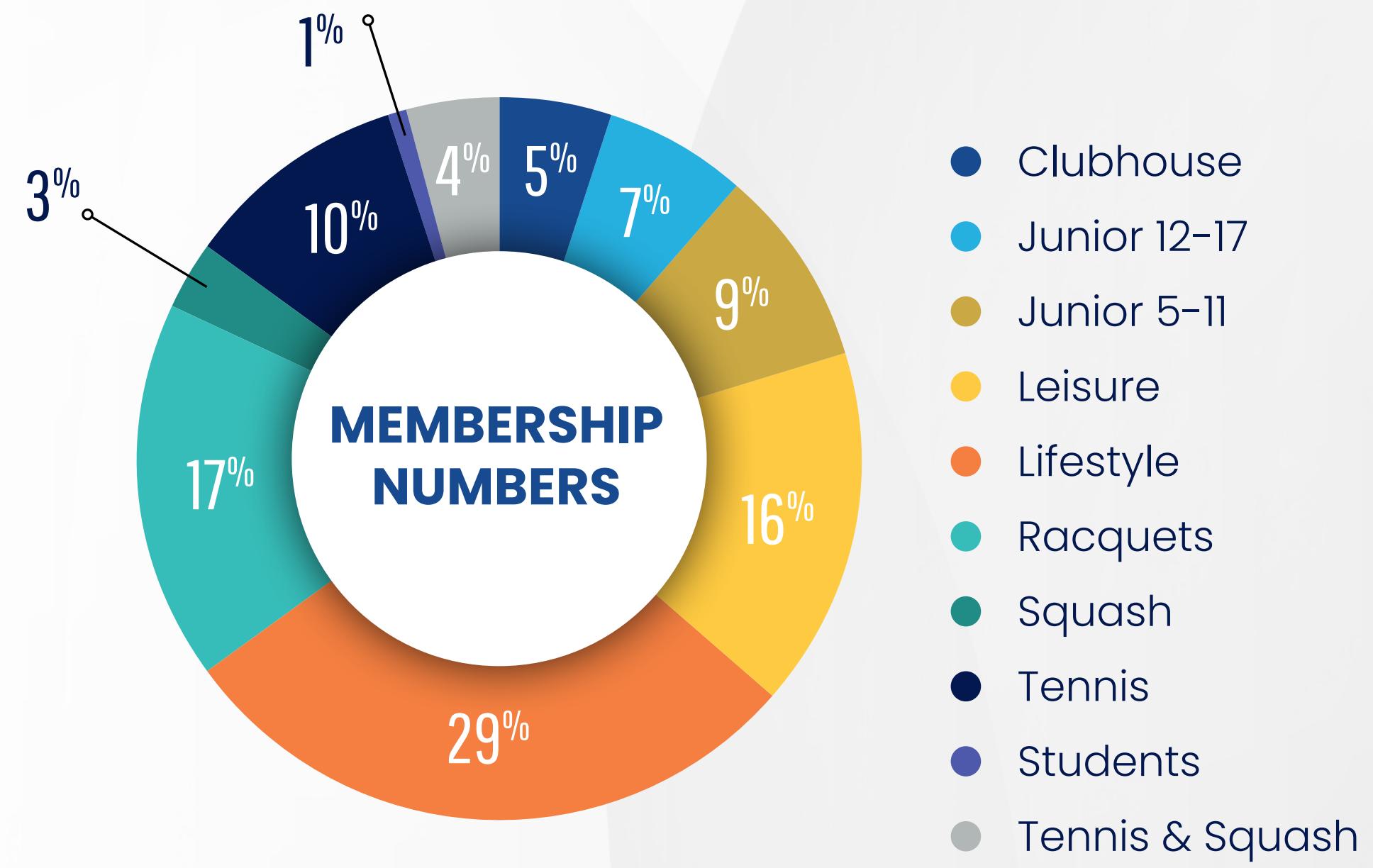
Over 100 fitness classes a week delivered on site, via zoom and on-demand.



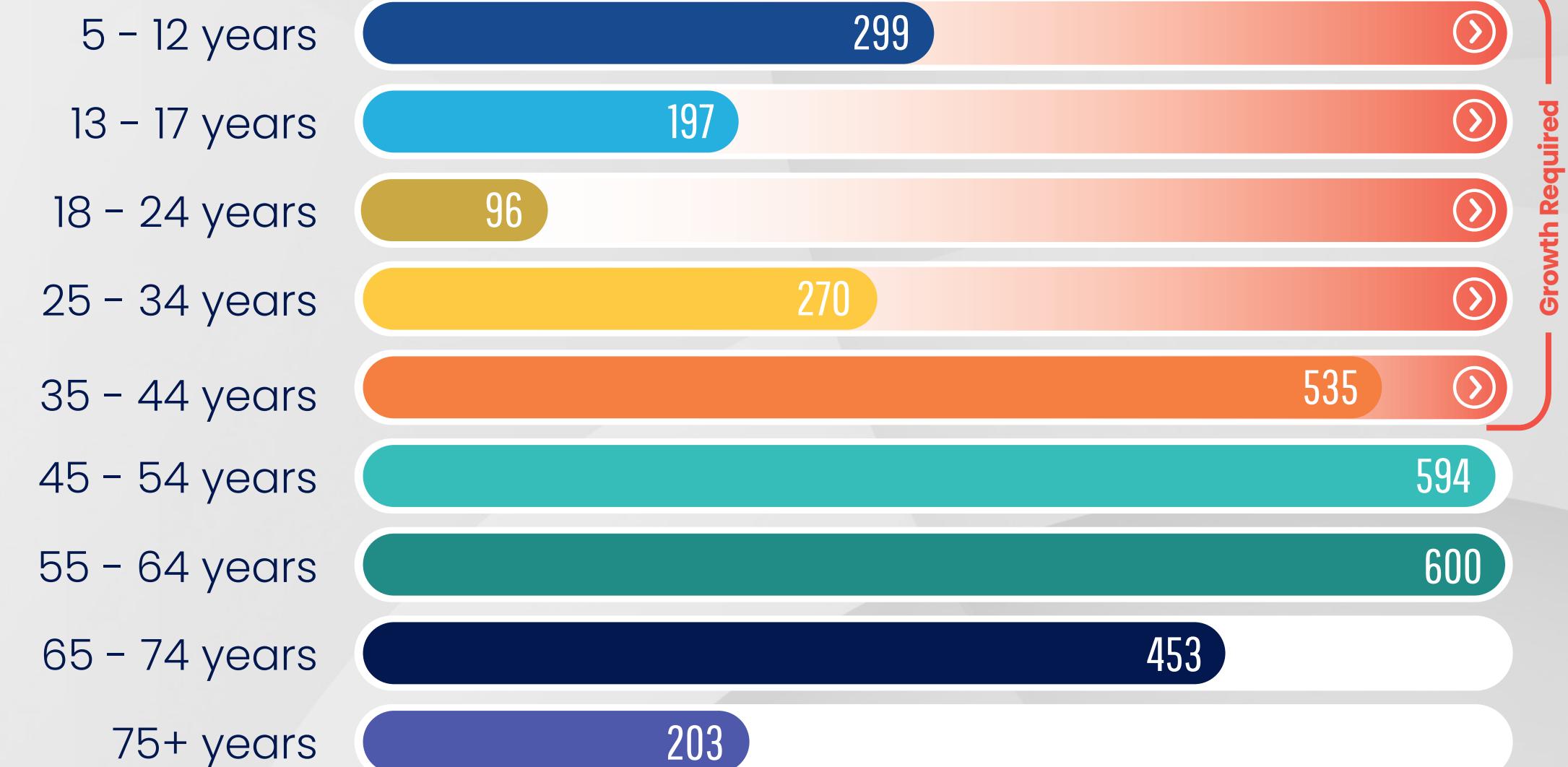
We host **12 tournaments a year** including the pre-Wimbledon Birmingham Classic.

We work with **Empower Squash Foundation** to give young children the chance to better their lives through a free integrated squash, education & nutrition programme.

OUR CURRENT NUMBERS



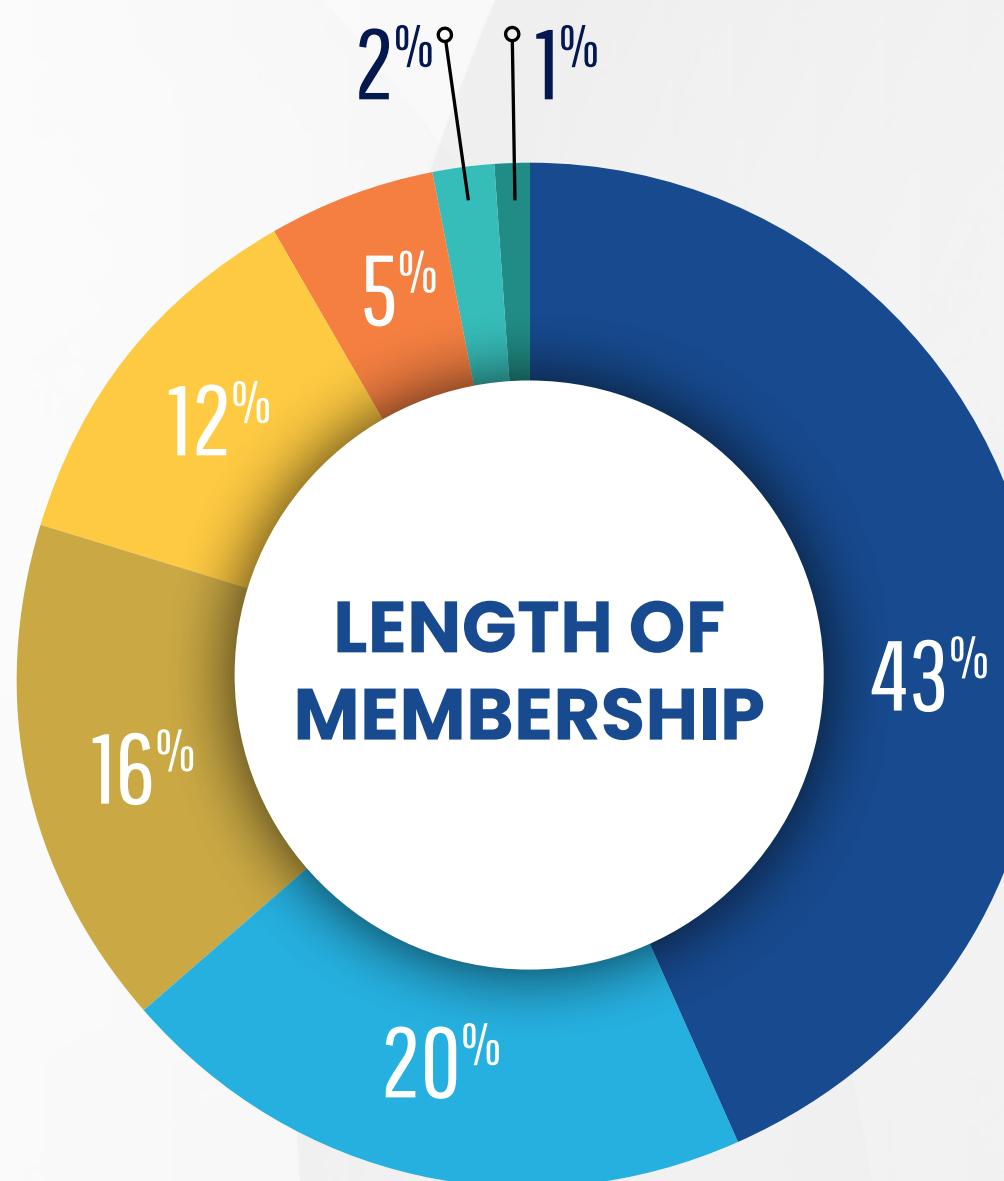
BREAKDOWN BY AGE



WE RECOGNISE THE NEED TO INCREASE PARTICIPATION IN RACQUET SPORTS AND ATTRACT YOUNGER FAMILIES

*NUMBERS AT END OF SEPTEMBER 2021

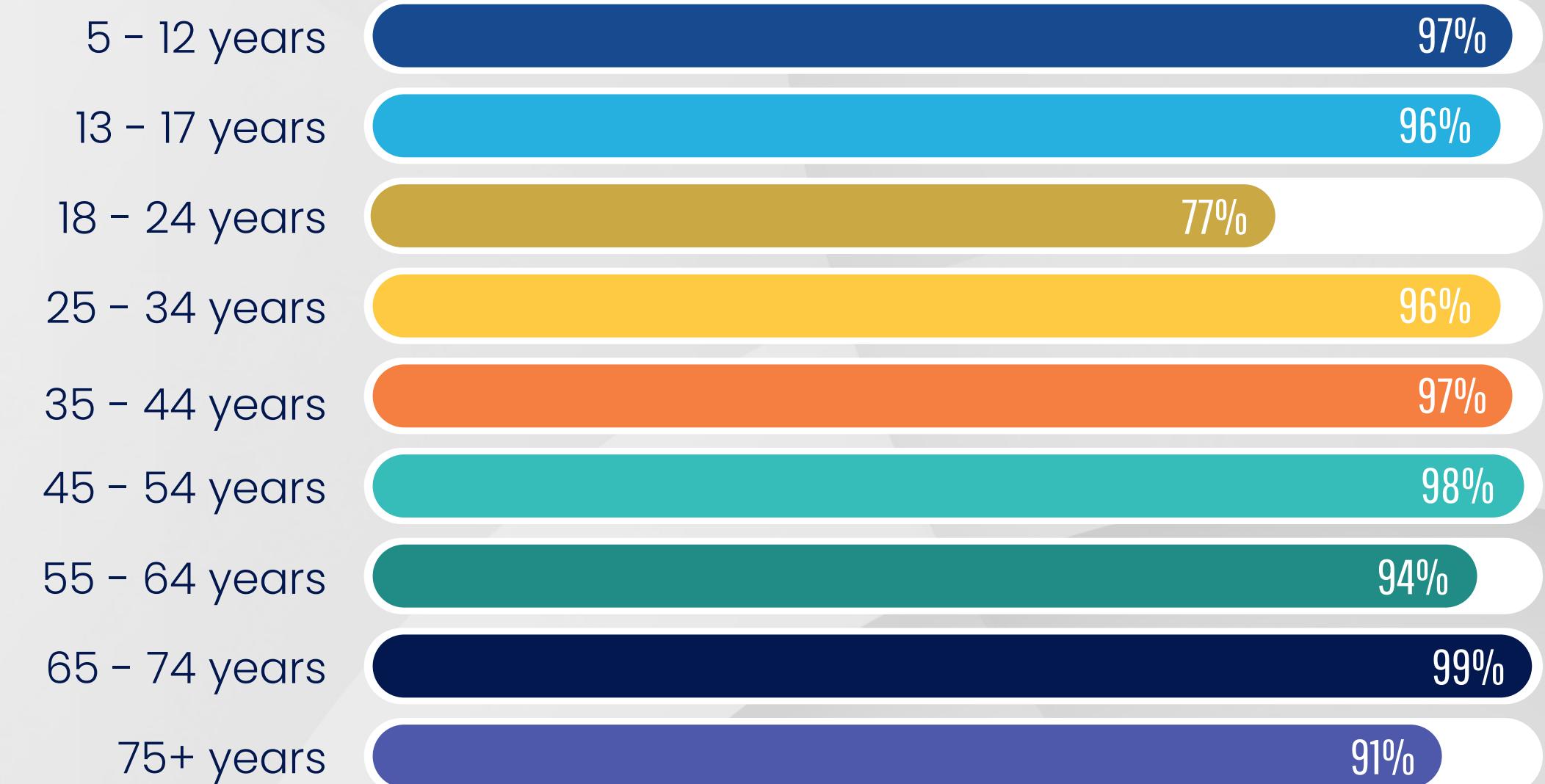
OUR CURRENT NUMBERS



- 0 - 4 years
- 5 - 10 years
- 10 - 20 years
- 20 - 30 years
- 30 - 40 years
- 40 - 50 years
- 50+ years

RETENTION RATE BY AGE

(Overall retention rate 96% as of October 2021)



WE ARE GRATEFUL TO OUR LOYAL MEMBERS WHOSE SUPPORT ENABLED US TO SURVIVE THE PANDEMIC. AS WE MOVE FORWARDS WE RECOGNISE THE IMPORTANCE OF DELIVERING EXCEPTIONAL EXPERIENCES TO ENSURE WE CONTINUE TO SEE HIGH LEVELS OF RETENTION.

*NUMBERS IN OCTOBER 2021

OUR GOALS



FINANCIAL SECURITY

To generate the funds needed to invest for the future

We will do this by:

Developing a sustainable financial plan with robust risk management

Maximising funding opportunities available to support investment



MEASURES OF SUCCESS

Generating sufficient cash to reinvest in facilities and people



MEMBER EXPERIENCE

To enhance our status as a premier members' club

We will do this by:

Investing in our facilities and people to deliver exceptional experiences

Becoming more member-centric by listening, communicating and acting on member feedback

Increasing member engagement by reducing the effort required to get involved



MEASURES OF SUCCESS

Net promoter score

Net effort score

Overall experience rating



PARTICIPATION

To increase participation in racquet sport

We will do this by:

Developing and promoting squash, tennis, racketball and Padel tennis to our members and juniors

Increasing the diversity of people playing racquet sport through our schools and community programmes

Developing innovative ways of increasing members enjoyment of racquet sport



MEASURES OF SUCCESS

Numbers of adults and juniors on courses

Numbers of people reached via community and schools

Attendance at member events and club sessions





CULTURE

To be a values-driven club that is welcoming to all members by all members

We will do this by:

Establishing and promoting a shared set of values and code of conduct

Improving our governance structure for holding members to account who do not share these values

Seeking to generate an atmosphere of solution-driven positivity



MEASURES OF SUCCESS

- Member feedback and rating
- Staff retention
- Member participation



SUSTAINABILITY

To develop a club that is sustainable for future generations

We will do this by:

Creating a site-plan for the 21st century

Creating an operational plan to reduce our carbon footprint

Working with our suppliers and partners to support our local community



MEASURES OF SUCCESS

- Reduction in energy consumption
- Reduction in use of plastic
- Increase in recycling
- Increase in support for local suppliers and partners

WHAT WE MEAN TO OUR MEMBERS

The Club is my **wellness investment** and helps me to achieve balance, strength and happiness to my mind, body and soul.

The Club is my **sanctuary away from home**. For me, it's a place where I'm able to balance mental and physical well-being, along with fun and friendships.

For me, our club is akin to a **close relative** for three reasons:
I can enjoy the sport of squash which I started playing in my early 20's.
I can spend time with so many friends I have gained since joining the club in the early 80's, 39 -40 years ago.
Our club facilities are amongst the finest in the country for racquets clubs. I know of none better.
What more could I wish for?

Game changing!
I can't imagine anywhere else where I could combine having a place to chill, meet and make new friends, get back into tennis and have such incredible support in achieving my fitness goals.

A life-line when times are tough; I'm in no doubt my mental health would have been in a very different place post Covid lockdowns had it not been for EPC.

WHAT WE MEAN TO OUR COMMUNITY

Edgbaston Priory Club plays a key role in the sporting life of our city whether that be inspiring people to play racquet sport through their community programme or bringing world class tennis to Birmingham which raises the profile of our great city.

Ian Ward
Leader of Birmingham City Council

We are proud that Edgbaston Priory Club sits within the heart of the Calthorpe Estate and is an important leisure and social hub for people of all ages from across the city. Through their racquet tournaments and outreach projects they make a real difference, inspiring people to lead active, healthy and enriched lives.

Haydn Cooper
Chief Executive,
Calthorpe Estates

The Empower Squash programme at Edgbaston Priory Club is breaking boundaries by giving opportunities to children that wouldn't otherwise have access to a sport and their future is brighter because of it.

Teacher

WHAT WE MEAN TO OUR COMMUNITY

Edgbaston Priory Club has huge significance in the West Midlands. From working in our community to inspire young people to lead healthy lifestyles, to hosting world class tournaments which bring in visitors from all over the world, Edgbaston Priory Club is a key part of our region.

Andy Street

West Midlands Regional Mayor

Edgbaston Priory Club's workforce and the club's core values represent inclusion, diversity, and a truly disability confident workplace. Our collaboration is now a solid springboard to successful supported internships and first-rate preparation for our learners moving into employment.

Claire McGeough

Heart of Birmingham Vocational College

“EDGBASTON PRIORY CLUB HAS HUGE SIGNIFICANCE IN THE WEST MIDLANDS. FROM WORKING IN OUR COMMUNITY TO INSPIRE YOUNG PEOPLE TO LEAD HEALTHY LIFESTYLES, TO HOSTING WORLD CLASS TOURNAMENTS



EDGBASTON
PRIORY CLUB

COME AND BELONG