



# Operations Manual\*

## TVS-Turku ry

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\* This Operation Manual is an unofficial translation of the Finnish Operations Manual of TVS-Turku ry. As such, should any discrepancies arise between this translated version and the Finnish version, the latter shall prevail.

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## 1. Introduction

The Operations Manual is a public document describing how the Club operates. The Operations Manual is never fully complete; rather, it develops together with the Club's activities and operating environment.

The purpose of the Operations Manual is to:

- create a shared understanding of the Club;
- facilitate the Club's basic operations;
- outline entities and processes that are important to the Club;
- safeguard the continuous development of the Club, especially when personnel change;
- assist in the induction of new volunteers and employees; and
- strengthen the perception of the Club's operating culture and quality both internally and externally.

## 2. General

### 2.1. Basic Information

- TVS-Turku ry. (TVS)
- Business ID: 0429378-7
- Postal address: Kekkuriintie 6, 20320 Turku (Jarkko Nieminen Areena)
- Invoicing Address: further information on electronic invoicing at: [www.tvsturku.fi/yhteystiedot](http://www.tvsturku.fi/yhteystiedot)
- Year of establishment: 1928 (Turun Verkkopalloseura ry)
- Sports: tennis, badminton, padel

### 2.2. Operating Principle

**High-quality and responsible racket sports for persons of all ages and skill levels.**

- TVS-Turku forms a community for everyone for high-quality and responsible racket sports.
- We offer activities in tennis, badminton, and padel in a cozy environment.
- We respect and encourage one another toward continuous development.

The purpose of the Club is to provide high-quality racket sports, including, *inter alia*, tennis, badminton, and padel, for persons of all ages and at different skill levels.

The purpose of the Club is to promote physical exercise and sport, as well as related civic activity, within the Club's area of operation, in such a manner that everyone has the opportunity to engage in recreational and health-oriented physical activity, competitive and elite sport, or related association activities in accordance with their abilities and needs.

The basis of the Club's activities consists of the nationally applicable ethical values of sport and the ethical values of the relevant sport federations in force at any given time, as well as the principles of fair play in sport. The Club may additionally draw up its own guidelines, which shall be binding on the members. The objective of the activities is to promote a broad-based and equal sports culture.

### 2.3. Values

The values of the Club are the following:

- Fairness and Equality
  - We take into account individual starting points, needs and objectives
  - Activities are impartial, member-oriented and responsible
- Communality
  - We maintain and develop a positive club spirit
  - We encourage everyone to active participation in club activities
- Well-being
  - We provide a cozy, healthy and safe sporting environment
- Development
  - We offer opportunities for lifelong learning and skills development

### 2.4. Vision

The Club's vision is to provide high-quality tennis, badminton, and padel for players of all ages and skill levels.

### 2.5. Ethical Guidelines of the Club

The Club operates in accordance with the principles of equality of the Finnish Olympic Committee and the Finnish Tennis Federation, as well as the equality and gender equality plans of the Finnish

Tennis Federation and the Finnish Badminton Federation. Particular attention is paid to compliance with our values in all activities.

## 2.6. Core Activities of the Club

The core activities of the Club consist of organising coaching activities, competitions and events, and playing sessions. The purpose of these activities is to promote awareness of the sport and the Club both within the area of operation and nationally.

Coaching activities:

- Junior coaching: to provide meaningful physical activity for juniors to foster lifelong participation in the sport.
- Competitive coaching: to provide players with conditions to develop to their maximum potential and cultivate pursuing an elite level both nationally and internationally.
- Adult coaching: to provide members with high-quality coaching enabling development according to their own aspirations.

Competitive activities: to provide members with opportunities to compete at the national level

Events, courses, and camps: to provide members with opportunities to be together and strengthen club spirit.

## 3. The Strategy of the Club

The Club's strategy is based on its vision of being an attractive regional choice for tennis, badminton, and padel enthusiasts.

The vision of TVS-Turku is to be a well-functioning club that offers high-quality activities and coaching at different levels. The Club has a balanced competition programme and high-quality playing courts in both summer and winter. It also has effective cooperation with companies, municipalities, schools, and other clubs. Organisation, finances, and administration support operations.

The core mission and vision together form the basis of the Club's strategy. The strategy defines how the organisation implements its core mission. The strategy is specified annually in the action plan approved by the Board and the membership at the annual meeting.

## 4. Articles of Association

The Articles of Association of TVS-Turku ry were renewed on 1 September 2025. The renewed Articles serve contemporary needs. The purpose of the Articles of Association is to serve the membership as well as possible.

## 5. Club Finances

### 5.1. Formation of Income and Expenditure

The Club's financial plan is approved annually at the annual meeting. The objective is to maintain a balanced economy.

Income derives primarily from membership fees, coaching fees, organisation of events and competitions, cooperation agreements, and grants. The Club receives grants from the City of Turku. Coaching fees are intended to cover the direct costs arising from coaching activities.

Expenses mainly consist of salary costs and expense allowances for coaches, instructors, and other employees, facility rents, organisation of competitions, essential membership fees, licences for necessary software, and equipment.

### 5.2. Pricing of Activities

Coaching fees are intended to cover the direct costs of activities. Coaching fees cover coaching, fees associated with court bookings and use of gym, balls or shuttlecocks, and other direct coaching-related expenses.

The amount and categories of membership fees are decided at the spring meeting. Membership provides benefits. Participation in coaching and competitive activities requires membership of the Club.

The spring meeting approves membership fees for the upcoming season. The Board also has the right to amend coaching prices prior to the commencement of the coaching season.

### 5.3. Financial Guidelines

The Club has separate financial guidelines approved by the Board.

## 6. Organisation and Duties

### 6.1. The Board and Its Operation

The Club's activities and finances are managed by a Board elected from adult members, consisting of a Chair elected at the spring meeting for two terms, 4–12 members, and 2–4 deputy members, half of whom retire each term.

Representatives of different genders and persons of different ages and backgrounds shall be elected to the Board to ensure diverse representation of the membership.

The Board elects a Vice-Chair from among its members and appoints from among its members or outside the Board a Secretary, Treasurer, and other necessary officers. A Board member may hold a specific area of responsibility and/or be a member of a section, committee, or working group. The Secretary of the Board shall be the Managing Director of the Club or a person elected at the constitutive meeting.

The Board convenes at the invitation of the Chair or, in the Chair's absence, the Vice-Chair, when deemed necessary or when half of the Board members so request in writing.

The Board is quorate when the Chair or Vice-Chair and at least half of the members are present.

The Board is accountable for its activities to the annual meeting of the Club.

Groups, Committees, and Working Bodies Decided by the Board for Each Term:

- The Chairs of the Board's committees shall select, for each term, the members of their respective committees (recommended 3–5 members), which shall be confirmed by the Board.
- Sections shall independently elect their Chairs and members (4–10) at their own meetings. The Board shall confirm the Chairs and compositions of the sections for each term.
- *Sections may also have their own committees, working bodies, and groups.*

Committees that may be established are, for example, coaching committee, competition committee, communications committee, executive committee, finance committee, nomination committee and education committee.

The Board may, for each term, dissolve and/or establish new groups, committees, and working bodies as necessary.

- The Chair, representatives designated by the sections, and the Managing Director (= five persons) shall form the executive committee. The executive committee shall convene on its own initiative and shall, *inter alia*, prepare matters for Board meetings.

The plans and objectives of the sections and of the committees and working bodies shall be approved at Board meetings.

The sections, groups, teams, committees, and working bodies of the Club may decide on their internal operations, provided that the legal acts undertaken by them are confirmed by the Board of the Club. The Board shall decide on the financial administration of the Club and its sections, groups, teams, committees, and working bodies. Funds collected in the name of the association by sections, groups, teams, committees, working bodies, and persons involved in the Club's activities shall, as a rule, constitute funds of the association. The Board shall decide on the use of such funds.

The Board shall manage the affairs of the association with due care and act as the statutory representative of the association. The duties of the Board are limited by the Associations Act, the Articles of Association, and the decisions of the meeting of the association. At a general level, the Board has two functions: administration and supervision. Depending on the association and its operating methods, it must be assessed whether it is sufficient for the Board merely to supervise and bear responsibility for supervision, or whether the Board itself must carry out the relevant tasks. The members of the Board may divide duties among themselves; however, decisions shall be made jointly by the Board. Responsibility for decisions is, as a rule, collective. It should be noted that ultimately the Board is responsible for the management of matters handled by sections, groups, and committees operating under its authority. The Chair of the Board, or a person appointed by the Board, shall act as the supervisor of paid personnel.

The duties of the Board include, in particular:

1. Acting as the highest executive and supervisory body of the Club so that activities consistent with the purpose and objectives are implemented in accordance with plans;
2. Bearing responsibility for the Club's activities in accordance with laws and regulations;
3. Implementing the decisions of the meetings of the Club;
4. Managing, supervising, and developing the Club's activities;
5. Establishing necessary sections and other bodies, deciding on their powers, and approving their operating rules and compositions;
6. Convening and preparing meetings of the Club;
7. Managing and being responsible for the Club's finances and fundraising;
8. Maintaining the register of members;
9. Preparing the financial statements and the annual report of activities;
10. Preparing the operational and financial plan for the following operating year;
11. Organising the Club's communications;
12. Appointing the Club's representatives to those organisations and communities of which the Club is a member or in which representation is desired;
13. Admitting and expelling members and deciding on disciplinary measures concerning members;
14. Appointing and dismissing paid officials of the Club and agreeing on their benefits;
15. Deciding on the awarding of the Club's merit badges and on proposing other honorary and merit distinctions;
16. Taking other measures required by the interests of the Club;

17. Submitting the accounts to the auditor or operational auditor for auditing at least one month prior to the autumn meeting.

## 6.2. Board Meetings and the Operating Principles of the Board

The operating principles of the Board shall be confirmed for each term when a new Board commences its work.

The Board shall convene at the invitation of the Chair or, in the Chair's absence, the Vice-Chair, when deemed necessary or when at least half of the members of the Board so request. The Board shall be quorate when at least half of its members, including the Chair or Vice-Chair, are present. Decisions shall be made by an absolute majority of votes cast. In the event of a tie, the Chair's vote shall decide, except that in elections a tie shall be resolved by lot.

- All proposals with draft decisions, as well as any applications or similar matters, shall be submitted electronically to the Secretary well in advance of the meeting.
- Matters to be decided and proposals with draft decisions shall be distributed to the members as attachments to the agenda prior to the meeting.
- The agenda of meetings shall include, as separately agreed:
  - the starting and ending time of the meeting;
  - the financial situation (balance and financing budget);
  - status reviews as necessary, for example by
    - the Managing Director and Head Coach;
    - sections and committees;
  - communications (current matters, decisions to be communicated to the membership, etc.).
  - The agenda may also be structured into, for example, decision matters and discussion items.

## 7. Operation of the Club Organisation

### 7.1. Annual Clock

The financial and operating year of the Club shall be from 1 August to 31 July.

An annual clock has been created to clarify the Club's operations. The annual clock includes entries such as the start and end of the season and events..

The Board and the sections may have separate annual clocks..

The annual clock is also available on the Club's website and shall be updated and amended as necessary.

## 7.2. Statutory Meetings of the Club and Related Communication

The statutory meetings of the Club shall be organised twice a year in the manner defined in the Articles of Association. Every member of the Club has the right to attend a statutory meeting and to influence the matters and decisions addressed at the meeting. Meetings of the Board are separate from statutory meetings.

Notice of a meeting shall be published seven days prior to the meeting. The notice shall be prepared by the Board. At a statutory meeting, decisions shall be made on matters defined in advance in the Articles of Association as falling within the competence of the meeting. Such matters include, *inter alia*, decisions on membership fees, approval of the action plan and budget, election of the auditor and the Board, and confirmation of the annual report and financial statements. Discharge from liability may also be granted to those accountable.

## 7.3. Rights and Obligations of Members

Any person who accepts the Articles of Association and the Operations Manual may apply for membership of the Club. New members shall be admitted by the Board of the Club.

The Club shall maintain a register of members as required by the Finnish Associations Act.

Members entitled to vote are those who have attained the age of 18 years.

## 8. Evaluation of Activities

Activities shall be evaluated on a seasonal basis by means of a questionnaire sent to members in the spring. Feedback shall be processed by the Board, and areas for development shall be selected as necessary. In addition, coaches shall evaluate their activities at coaches' meetings and, where necessary, in development discussions, and the Board shall evaluate its own activities.

## 9. Responsibility

The Club has a responsibility programme approved by the Board.

## 10. Problem-Solving Model of the Club

All persons are encouraged to address observed problems at the earliest possible stage. Most issues and conflicts arise primarily from a lack of information and/or reasoning, and the misunderstandings that result therefrom. Therefore, an open culture of communication and discussion is used to prevent potential problems in advance.

If, however, a member or official of the Club acts contrary to the rules or good practice, problem and conflict situations shall be resolved in the order set out below until a solution is reached. The process shall always begin by hearing all parties concerned.

Order of action in problem situations:

1. Coach / Managing Director
2. Executive Committee of the Club
3. Board of the Club
4. Sports Arbitration Board, mediator, etc.

The Club and its members undertake to submit to the jurisdiction of the Sports Arbitration Board and to comply with its decisions.

A member has the right to resign from the Club by notifying the Managing Director of the Club, the Board, or the Chair thereof in writing. The resignation shall be deemed effective immediately upon notification; however, the resigning member shall be obliged to pay fees and fulfil other obligations required under these rules until the end of the current membership fee period.

## 11. Stakeholder Cooperation

The Club cooperates closely with various stakeholders.

Key stakeholders include:

- Impivaaran Tenniskeskus Oy (Jarkko Nieminen Areena)
- Finnish Tennis Federation, Finnish Badminton Federation, Finnish Padel Federation
- City of Turku
- Other clubs, particularly those operating in Southwest Finland.
- LiikU (Lounais-Suomen Liikunta ja urheilu, *Southwest Finland Sports and Exercise*)
- Schools in the Turku region
- Pre-schools and day-care centres in the Turku region.

## 12. Communications

The objective of communications is to inform about the Club's activities, purpose, values, objectives, and core operations both internally and externally by appropriately using different channels.

Internal communications are directed to members. External communications are directed to non-members.

The objective is also to enable communication from members and non-members to the Club and to create dialogue between different stakeholders.

Persons responsible for different activities on a seasonal basis shall be responsible for communications in accordance with jointly agreed operating principles

### 12.1. Internal Communications

Internal communications are directed either to the entire membership or to specific target groups.

Depending on the purpose and target group of the message, the following channels and tools shall be used for internal communications. Multiple channels may be used to ensure that the target group is reached.

### 12.2. Website

The website contains information on coaching, the Club's activities and actors, pricing, events, and current matters. The website also provides information on registration for events, competitions, and camps, as well as contact details and opportunities for contact and feedback.

### 12.4. Email

Members shall be informed by email and other means (such as WhatsApp) of current matters and statutory issues, such as meeting notices. Some email communications are directed to the entire membership, while others are targeted, for example, by coaching group or age group. Official notices of the Club are distributed, *inter alia*, by email. Email communications are also used to highlight important and current matters already published on the website.

#### 12.5. Notice Board

TV monitors at the Jarkko Nieminen Arena are used to support other communications. The monitors display information on events, competitions, and other activities.

#### 12.6. TennisClub

TennisClub is an application through which communications may also be sent to groups or the entire membership.

#### 12.7. Social Media Channels

TVS-Turku uses social media, including Facebook and Instagram. These channels are used to communicate about events and competitions. Through the social media feed on the website, members who do not use social media platforms also receive the same information. Social media channels are also used to communicate other current matters in support of other communication channels.

#### 12.8. WhatsApp Groups

The Board, sections, and other groups have their own WhatsApp groups used for internal communication.

In addition, some coaching groups and parents have WhatsApp groups, membership of which is voluntary. The purpose of these groups is to increase community spirit; they are not official channels of communication.

#### 12.9. Communication via Coaches

Coaches primarily manage internal group communications during coaching sessions. Some coaching groups also use WhatsApp. Coaches may also send emails or distribute paper materials.

#### 12.10. External Communications

External communications are directed to non-members and include marketing communications.

The following channels and tools are used for external communications depending on the purpose and target group of the message. Multiple channels may be used to ensure that the message reaches its target audience.

## 13. Crisis Communications

In crisis situations, information shall be provided by the Managing Director and/or a designated person. Other actors of the Club are not authorised to make external statements in crisis situations. If required, the Managing Director shall convene the executive committee to clarify the crisis and to prepare an action plan for managing and communicating the crisis in accordance with the operating model.

## 14. Safety

The objective of the safety plan is, in the event of a disturbance or accident, to ensure correct conduct during and after the situation and to enable the Club's activities to resume as soon as possible in the same form as prior to the incident. The objective of the plan is to prevent undesirable incidents and to provide instructions for action should such incidents occur.

At the Jarkko Nieminen Arena, the safety instructions prepared by Impivaaran Tenniskeskus Oy shall be followed. These instructions enable the Club's actors to prevent hazardous situations and to act in a controlled manner in the event of an accident.