**[*Insert Name of Club*] Annual Action Plan *[insert year]***

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| **Key Objective (SMART)** | **Action Descriptor**  Actions required to achieve the objective | **Timescale**  By When / Date | **Lead** | **Support** | **Measuring Progress**  (Targets & Outcomes) | **Resource Required**  People/ £/ kit | **RAG Rating** |
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| **Membership Start of Year** |  | **Total Participation Start of Year** |  | **Total Income at End of Year** |  |
| **Membership End of Year** |  | **Total Participation End of Year** |  | **Total Expenditure at End of Year** |  |
|  |  |  |  |  |  |
| **Programme No’s Start of Year** |  | **No of Member’s Retained at End of Year** |  | **Profit / Loss at End of Year** |  |
| **Programme No’s End of Year** |  | **No of New Members at End of Year** |  | **Sinking Fund at End of Year** |  |

**Club Annual Action Plan**

**Key Points**

Listed below are some useful points to help you in developing your Annual Action Plan for your club. If you would like further guidance on developing your Club Plans then please refer to the ***LTA Club Development Plan Guidance*** document.

* We encourage clubs to establish a long-term Club Development Plan, and the Annual Action Plan should be linked to the objectives and actions within the broader plan.
* The Action Plan should be agreed with the club’s Management Committee and should form an important part of each Committee Meeting in terms of reviewing progress.
* One person from the Committee should oversee and manage the progress of the listed actions and keep the plan up-to-date.
* The Action Plan is a living document and should change and be adapted to align with the club’s priorities.
* **Objectives:** listed below are a few ideas of objectives that may be relevant for your club:
  + Club governance structures
  + Facility management & development
  + Financial management (inc. income generation, sustainability, sinking fund)
  + Club programmes (coaching, social & recreational sessions, competitions etc)
  + Community outreach & development
  + Workforce development (volunteers, coaches, professional staff)
  + Marketing & communications
* **Actions:** consider the main tasks and activities that the club will need to undertake in order to successfully achieve the objective. Establish realistic and achievable timeframes for each action and consider who is best placed with the right knowledge and skill-set to deliver the action. Try to ensure that the actions are shared out across the club’s workforce rather than with one or two people, as otherwise they are unlikely to be achieved in the required timeframe.
* **Measuring Progress:** for each action consider what will reflect success for that particular action and the measurable outcome. For example, it could be:
  + Number of newly qualified coaches
  + Number of new participants
  + Amount of sponsorship income
  + Number of new Facebook followers
* **Resource Required:** what resource (financial, equipment, human etc) will you need to achieve this action. Indicate whether this resource will be provided by the club or external organisations.
* **RAG Rating:** stands for Red, Amber, Green and is a traffic light system used by the owner of the Action Plan to assess progress of each action and deliverable. Green indicates that the action is on-track with no identifiable risks of it being delivered on time; Amber indicates that there are some concerns to the action being delivered on time; Red indicates that there are considerable risks that the action will not be delivered on time. You can use Blue to indicate when a task has been completed.
* **Total Participation:** refers to the total number of people who have played tennis at the club over the year. This is club members, attendees on coaching programmes (who are non-members) and any other participants (e.g. pay & play users).
* **Members Retained:** refers to how many of the previous year’s members renewed their membership over the current year. Failure to retain members can highlight the need for the club to focus on customer satisfaction.