**Tennis Club Development Plan Template**

**Introduction**

The Club Development Plan has been designed to assist you to develop a 4 year plan and strategy for the development and progression of your tennis club.

Developing a good quality plan that sets the future direction of your club is one of the most important things you can do to help build on your club’s foundations to ensure continued success and sustainability. Effective planning needs to be a shared process that involves the entire club to gain varied views and opinions, as well as the full club consensus on the best approach of taking the club forward. This template is designed to support you in this planning process.

The sections included in this template are areas that are often most relevant to grassroots tennis clubs. However, not all clubs are in the same position, and so it is very important for you to carefully consider the situation and circumstances that influence and affect your club and adapt the plan to modify and add anything else that you feel necessary to develop your club.

The Club Development Plan should be a “living document,” that is regularly reviewed and implemented by the club. It is recommended that the Plan be regularly reviewed in every club committee meeting or at least on a quarterly basis, to ensure that the plan is being adhered to and advanced.

You may wish to use the ***LTA’s Annual Club Action Plan*** template to break down the tasks and objectives from the Development Plan that you wish to implement each year. This can be a more focussed and easier to use document for the club committee to use.

Before completing this Club Development Plan, it is recommended that you carefully read the ***LTA******Club Development Plan Guidance***.

**Club Development Vision & Aims**

The first stage of club development planning is to understand exactly what you hope to achieve. Ask yourself and others what you would like to do, where and what position you would like to see the club in 4 years’ time. Please complete the table below to focus your ideas into a clearly defined vision, something that will inspire the people around you.

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| --- |
| **Vision:**  |

Your vision can now be broken down into specific aims that provide the headline details for achieving your vision:

| AIMS: |  |
| --- | --- |
|  1)  |
|  2)  |
|  3)  |
|  4)  |
|  5)  |

**Club Development Objectives**

The following pages include individual section plans for you to consider your aims and vision for your tennis club and to plan what your objectives are and how you will achieve them in more detail. For most plans and actions affecting your club, they should fit into one of the objectives listed below. If not, then insert an additional objective.

It can be tempting to set unrealistically high targets to impress funding partners, or to set very low targets for fear of failure. Make your objectives **SMART**: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imed.

| Objectives  |  |
| --- | --- |
|  1) Club Structure & Governance |
|  2) Workforce Development (coaches, club officials, volunteers etc) |
|  3) Community Outreach & Development (e.g. school links, colleges etc) |
|  4) Club Programmes & Competitions  |
|  5) Facility Management & Development |
|  6) Communication and Marketing |
|  7) Financial Management (inc. income generation) |

**1) Club Structure & Governance**

Actions for developing the operations and mechanics of the club, (e.g. developing a constitution, incorporating the club, committee structure etc)

| Your Plan |  |
| --- | --- |
| **Objective** (what needs to be done?)  | **Tasks / Activities**(How do you intend to achieve your objective? What specific actions need to be undertaken?) | **Responsibility**(The people responsible for delivering or who can assist) | **Timescale**(When will you complete your objective?) | **Finance**(How much is it going to cost?) |
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**2) Workforce Recruitment & Development**

Focus on the recruitment, development and training of the club’s workforce (e.g. coaches, officials & volunteers).

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**3) Community Outreach & Development**

Outlines the development of links the club intends to forge with the surrounding community, and how they propose to establish these links (e.g. schools, colleges, community groups etc).

| Your Plan |  |
| --- | --- |
| **Objective** (what needs to be done?)  | **Tasks / Activities**(How do you intend to achieve your objective? What specific actions need to be undertaken?) | **Responsibility**(The people responsible for delivering or who can assist) | **Timescale**(When will you complete your objective?) | **Finance**(How much is it going to cost?) |
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**4) Club Programmes & Competitions**

This section looks at the clubs programming and competition to ensure it is fit for purpose and meets the needs of all within the club. This will take into account the development of the coaching programme along with the social, recreational and formal offers within the club. This could also include the club teams.

| Your Plan |  |
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**5) Facility Management & Development**

Outlines the club’s plans for facility development, improvements and maintenance; will also consider the operational management of the facility.

| Your Plan |  |
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**6) Communication & Marketing**

Details the methods and plans of communicating and marketing the club and its activities to the wider community, as well as improving the flow of information within the club membership itself.

| Your Plan |  |
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| **Objective** (what needs to be done?)  | **Tasks / Activities**(How do you intend to achieve your objective? What specific actions need to be undertaken?) | **Responsibility**(The people responsible for delivering or who can assist) | **Timescale**(When will you complete your objective?) | **Finance**(How much is it going to cost?) |
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**7) Financial Management**

Outlines a detailed approach of how to manage the financial sustainability of the club. This could involve the club’s membership and programme fees, maximising secondary spend within the venue, hiring the venue for external usage, internal fundraising methods, attracting sponsorship, or through applying for grants and external funding. This should also consider the management of the club’s sinking fund.

| Your Plan |  |
| --- | --- |
| **Objective** (what needs to be done?)  | **Tasks / Activities**(How do you intend to achieve your objective? What specific actions need to be undertaken?) | **Responsibility**(The people responsible for delivering or who can assist) | **Timescale**(When will you complete your objective?) | **Finance**(How much is it going to cost?) |
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**Partnership Development**

Developing effective partnerships within the local community is important for the development of most tennis clubs. Partnership building helps to create awareness and opportunities along with physical support; linking particularly with local sports development networks will potentially open up a number of opportunities that your tennis club could benefit from.

This section lists partners that you plan to build a relationship with to develop your club.

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| **Your Partnerships** |
| **Organisation / Partner** | **Who?** | **Reason for engaging with Partner** | **Timescale** |
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**Financial Summary**

Now that you have a club development plan, it is important to be aware of the financial requirements for delivering and implementing these proposals.

This section provides a summary of the club’s development plan finances over the four years.

|  |  |
| --- | --- |
| **Your Expenditure** |  |
| **Objective** | **Year 1 Expenditure** | **Year 2 Expenditure** | **Year 3 Expenditure** | **Year 4 Expenditure** |
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|  |  |  |  |  |
| **Total** |  |  |  |  |

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| --- | --- |
| **Your Income** |  |
| **Objective** | **Year 1 Income** | **Year 2 Income** | **Year 3 Income** | **Year 4 Income** |
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|  |  |  |  |  |
|  |  |  |  |  |
| **Total** |  |  |  |  |