

RIVERSIDE TENNIS CLUB – BUSINESS PLAN PROGRESS UPDATE – 2024 YEAR END

Following Business Plan reviews, we update our Business Plan to focus on current priorities. Completed actions are be removed, and ongoing “Business as Usual” actions are embedded into club roles and incorporated into the role descriptions.

BP No	Action	Date By	Progress and Achievements	Status/Action
1	Investigate and prioritise the potential improvements to the club’s facilities	2022	<p>Three major improvements were prioritised and completed by the end of 2022: Court 4 resurfaced with artificial grass Floodlights installed to courts 7 and 8 Improved existing court floodlighting, all existing lights replaced with LED bulbs, contributing to reduced electricity costs</p> <p>Additional major improvements completed by August 24: Courts 5 and 6 resurfaced, painted and new nets installed Wi-Fi introduced Wingfield net installed</p>	Development committee to discuss, identify and prioritise future improvements using the results of the survey focused on development and volunteering issued to members in December 2024.
2	Meet with LTA to seek guidance and see how they can support the club	2022	The LTA supported the club with an interest free loan for part of the cost of installing floodlights on courts 7 and 8. We will continue to liaise with the LTA on an ongoing basis and seek further opportunities for facility development support where appropriate	Embed into Club management with a focus on the Youth Accreditation Scheme over the next two years
		2024	The LTA supported the club by nominating us for LTA Youth Accreditation and then working with us to achieve this in 2024 The Club will continue to work with the LTA to maximise this opportunity	
3	Take advantage of our Club of the Year status	2022	The Club was awarded Wiltshire and South-West Club of the Year in 2021. We publicised this achievement on social media (e.g. Instagram). Our status was an advantage in securing the LTA loan.	Publicising and taking advantage of our achievements becomes Business as Usual Marketing Lead & Management Committee
		2024	The Club was awarded Wiltshire Club of the Year Award 2023. The club continues to take advantage of this.	
4	Run a biennial membership survey, review results, and take necessary action	2022	A club survey was issued in Q1 2023. The results of this have been used in our planning.	The next survey will be in 2026 unless there is a need for a focused survey earlier.
		2024	A club survey focused on development and volunteering was issued in December 2024.	

5	Ensure the club keeps up to date with modern modes of communication	2022	The use of WhatsApp is increasing in the club, and WhatsApp usage guidance was issued as part of our safe-guarding policy. The Management Committee have experimented with the use of Trello for implementing the business plan and for website update management. Our 2023 survey says email is still the most popular mode of communication.	Keep under review and include in the survey to be issued in 2026. This action becomes Business as Usual. Effective communication is part of all Club roles and the Marketing Lead in particular will stay in touch with technology developments that will optimise promotion of the Club and our communications.
		2024	Consideration is being given to the use of the website for cancellation of junior coaching sessions Online reporting incidents/accidents, issues and raising suggestions/ideas was launched at the end of 2024. A newsletter was issued in February 2024.	
6	Review the court programme v capacity - introduce sessions/courses during quiet times to maximise usage	2022	Court capacity, demand and usage is continually under review. Daytime usage is increasing, and we have been experimenting with different time slots for the Floodlight League. The ability to maximise usage was a key driver in installing floodlights on courts 7 and 8. Usage of 7, 8, 5 and 6 will be under particular scrutiny going forwards	Regular review of programming to be undertaken by the Coaching Co-ordinator and Head Coach. This action becomes Business as Usual Head Coach
		2024	The club now offers the following sessions during the daytime each week: 3 Club Play Sessions 2 Leisure Play Sessions 1 Ladies Session 1 Parkinson's Session 1 Walking Tennis Session 2 Home Educated Coaching Sessions Junior coaching every evening from 3.30pm and Saturday Mornings Individual lessons and member bookings	
7	Introduce more coach led tennis sessions at off-peak times	2022	There are now lots of sessions at off-peak times and we are not proposing to increase this further at this stage. Action 6 will be the trigger for further work on this action.	Business as Usual Head Coach

8	Create opportunities for adult teams to improve their match play	2022	Men's and Ladies match practice sessions ran throughout 2022 and 2023 and were regularly attended by a core of players.	Regular review of programming to be undertaken by the Coaching Co-ordinator and Head Coach. This action becomes Business as Usual Coaching Lead for Adults and Head Coach
		2024	These sessions now take place at same times which has ensured mixed doubles practice. An intermediate men's course was introduced on a Thursday evening in 2024. Two three evening doubles technical/tactics were courses delivered in 2024.	
9	Develop junior performance programmes to increase number of juniors playing tournaments.	2022	This has been progressing well since 2022 and will continue to be an area of focus. Coaches have trained as referees, and we have invested in video equipment to help with coaching of performance players. Two individual and two team tournaments were held in 2022 (internal)	Annual review of coaching and competitive opportunities to be undertaken by the Coaching Co-ordinator and Head Coach. This action becomes Business as Usual Coaching Lead for Juniors and Head Coach
		2024	From 2023 we have actively involved our talented juniors in league fixtures and the club tournament. Several male and female juniors regularly compete for the Men's, Ladies and Mixed A teams and other juniors are included in B teams (development teams) There is a comprehensive Youth Coaching Programme for 3 - 17 years olds. The following sessions are held weekly: 3 Mini blue sessions 4 mini red sessions 4 mini orange sessions, including 1 performance session 8 mini green sessions, including 4 performance sessions 14 yellow sessions, including 7 performance sessions	
10	Ensure customer journey to join the club is easy and quick.	2022	Being able to join via the website has made things quicker and easier. We will continue to look at how well this is working and what we can improve. Talking to new members about their experience is giving us good insight. Feedback in the Q1 2023 survey was very good.	Business as Usual Membership Secretary and Marketing Lead
11	Introduce an incentive for people to become members	2022	Membership has been growing healthily since 2022 and has stabilised at around 200. Consequently there is no requirement to pursue this at the current time	Action complete and removed Committee will monitor memberships and take action should this start to drop

12	Develop our offer for beginners and improvers at peak times	2022	Adult beginners course on a Friday evening Adult Intermediates course on a Thursday evening Cardio tennis on a Wednesday	Business as Usual Coaching Lead for Adults and Head Coach
13	Develop two or more primary school links to recruit more mini players into the club	2022	Links with St Peter's and St Osmund's were further developed in 2022.	Head Coach and coaching team to review and develop further opportunities Business as Usual Head Coach
		2024	Links with Sarum St. Paul's and Chafyn Grove have been made. Opportunity to develop this further.	
14	Run at least one open day per annum	2022	Membership has been growing healthily since 2022 and has stabilised at around 200. Consequently, there is no requirement to pursue this at the current time	Action removed Committee will monitor memberships and take action should this start to drop
15	Run two or more fun festivals / entry-level competitions for juniors & for other local clubs	2022	2 entry level fun festivals were run in 2022. 2 youth tennis festivals were run at Easter in 2023 and 2024 2 tennis camps were run during August 2023 and 2024	Business as Usual Head Coach
16	Improve the marketing of Pay & Play	2022	We have done some Facebook posts and pay and play is readily available from the website. Numbers are at a good level currently. Any fall away will be picked up by the court usage action under BAU.	Remains as an action to consider opportunities linked to River Park Head Coach and Marketing Lead
		2024	There is an opportunity to promote the pay and play courts now they have been resurfaced and painted and Riverpark will soon be completed, which will increase footfall to the park and along Coldharbour Lane	
17	Emphasise participation in high level leagues on the website	2022	Website includes all fixtures including National Club League fixtures and results	Business as Usual Marketing Lead
18	Measure success of advertising campaigns via Google and social media by number of click throughs	2022	We have been keeping an eye on the numbers of click-throughs, but we don't have a robust process yet. We have a good membership base and so this will be instigated if more marketing activity is required.	Committee will monitor memberships and take action should this start to drop Business as Usual Marketing Lead
19	Review Committee Structure and implement recommendations	2022	We have operated with a smaller Management Committee from 2022 and are using our key objectives, core responsibilities etc to drive our agenda.	Action complete and removed The Committee structure will be revised and refreshed as required

20	Implement a new decision-making process	2022	We have been experimenting in 2022, and have had success with using email consensus, and delegated authority to individuals or subgroups.	The Committee will continue to ensure robust decision making
		2024	<p>Actions, Issues and Decisions Log implemented</p> <p>Role descriptions have been revised and implemented for all key roles</p> <p>Sub-committee terms of reference are in the process of being completed</p> <p>Committee meeting minutes are displayed on the notice board</p> <p>Key decisions continue to be discussed at committee meetings and consensus sought</p> <p>All decisions are in line with the club's constitution and lease arrangements</p>	
21	Update role descriptions of the sub-committees and other club supporting roles with SMART objectives	2022	<p>Work has commenced on the terms of reference for sub-committees and supporting roles</p> <p>All role descriptions will be uploaded onto the website</p> <p>Role descriptions will be linked to our business plan, and will incorporate identified BAU requirements</p>	Focus on managing BAU through specific club and sub-committee roles
22	Establish a process and ownership to keep our website up-to-date, consistent and relevant	2022	<p>Website is being updated with key club information and good news stories.</p> <p>Website will be used for on-line reporting, processes to be developed and implemented for management of this approach</p>	Committee to establish processes
23	Establish clear guidance for all aspects of house and grounds	2022	<p>Good progress made but this is a big task and will continue to be developed.</p> <p>Role description has been completed.</p> <p>Terms of Reference are in progress</p> <p>House and Grounds information has been incorporated into the Health and Safety Policy and Risk Assessment along with the development of a maintenance and servicing schedule</p> <p>This area of the club requires more support from club members</p>	Priority for the Committee to establish how house and grounds requirements are delivered and more volunteers are engaged
24	Establish a Club maintenance schedule	2022	<p>Comprehensive servicing schedule is being finalised</p> <p>Court maintenance schedule is being finalised</p> <p>Routine tasks in process of being identified, this will link to a volunteer rota</p>	Priority for the Committee to establish how house and grounds requirements are delivered and more volunteers engaged

25	Appoint a person to become the Floodlight Expert	2022	Floodlights and LEDs have been installed. Specifications to be added to a document library (see action 28).	Action completed and removed
26	Feed weaknesses of the ClubSpark system back to LTA	2022	The Coaching Co-ordinator ensures that all identified issues are referred to the LTA.	Business as Usual Coaching Co-ordinator
27	Appoint new Club Welfare Officer	2022	A new Club Welfare Officer was appointed near the end of 2022. Committee received LTA Safeguarding training from the Welfare Officer in October 2023 Welfare Officer is invited to a regular committee meetings LTA reporting system is effective	Business as Usual Chair
28	Set up online document library for key documents	2022	Work to progress this is required to ensure that all key committee information, specifications, contracts etc. are in one place.	Management Committee to establish a document library
29	Contact Wiltshire / Salisbury Council to address pothole issue	2022	Works completed in July 2024 as part of the River Park scheme. Keep an eye on the area outside court 6 as this was not resurfaced.	Action removed as completed Monitor as Business as Usual House and Grounds
30	Offer at least one monthly club session with a social gathering afterwards, e.g., coffee & cake, supper, drinks	2022	Play & Stay on Fridays was piloted in the summer of 2022, which was quite successful. These sessions were run in 2023 and 2024. Evening Club Play and Leisure Play have been very successful in 2024. Review afternoon club play, through BAU	Action removed. Monitor through Business as Usual Management Committee
31	Promote cardio tennis as a non- competitive option for players	2022	Facebook posts were used to promote in 2022. A music licence was obtained for the club, so we can promote sessions with appropriate music. Cardio tennis courses continue to run. The lead coach - adults, will continue to work with the Head Coach on this activity	Business as Usual Coaching Lead for Adults and Head Coach
32	Encourage people to walk and cycle to the club - website	2022	Website updated	Action removed as complete Business as Usual Marketing Lead
33	Promote nearby public transport on the website – bus/train	2022	Website updated	Action removed as complete Business as Usual Marketing Lead

34	Recycle tennis balls and promote this on website	2022	We recycle tennis balls from matches, to clubplay, to coaching and then onto to Recyclaball. This is acknowledged on the website. Fewer balls are being sent onto Recyclaball as they are being used to the max. A number of balls have also been given to local schools.	Maximising tennis ball usage is now Business as Usual
35	Ensure membership/booking processes are paperless	2022	Membership and court booking processes are now paperless. League entries are now on-line We have been experimenting with different ways of running tournaments with some success, but we are not paperless yet, although tournament entries are via email/website	Business as Usual Tournaments Sub-Committee
36	Prioritise and schedule maintenance tasks	2022	This replaces "Paint the Hitting Wall", as other maintenance tasks were found to be more urgent. Servicing and general maintenance schedule is being finalised Court maintenance schedule is being finalised	Priority for the Committee to establish how house and grounds requirements are delivered and more volunteers engaged
37	Install bike racks	2022	No action	Development committee to discuss and prioritise future improvements
38	Broaden the social event programme and offer a range of activities that appeal to all age groups	2023	The Social Sub-Committee has made great strides in the range of activities and events that have been offered. They also support the club weekend and other club activities. A full breakdown of activities is available on the club website. In 2023 the following activities took place: Skittles and supper; quiz evening; Theatre trip; Summer party; Christmas Dinner at the Red Lion In 2024 the following activities took place: Curry Evening; Football Golf; Theatre trip to A Chorus of Disapproval; Quiz evening; Visit to Boscombe Down Aviation Centre and Microbrewery; Annual Summer Party; Christmas Dinner at the Red Lion Generally there is an activity most months of the year	Business as Usual Social Events Sub-Committee
39	Introduce an adult coaching evening so that players can progress through a pathway on the same day of the week	2023	Beginners and Improvers courses available. Court space is an issue with trying to arrange on the same evening Consideration to be given to progress beginners onto improvers	Head Coach and Coaching team to review transition arrangements

40	Hold a racket demo day	2023	Demo day held 1st Feb 2023 Partnership established with Racketbox Several racket demo days held, trainers also available	Business as Usual Coaching Co-ordinator
41	Run at least three Grade 5 Junior Tournaments per annum	2023	Four tournaments were organised in 2023. It has not been possible to run these during 2024 due to the volume of matches and courts available	Business as Usual Head Coach
42	Offer to host more county squad practices & county matches	2023	Junior and adult county squad practices and matches have been held at the club	Business as Usual Head Coach
43	Improve the coaching structure and relationship with club to ensure we can attract and retain great coaches	2023	The club has an excellent team of coaches and club/coach relations are considered to be good. Each coach leads on a particular theme (junior participation, performance, adults, community). Head Coach role and Coaching Co-ordinator roles revised, with clear tasks for each. New Head Coach appointed for October 2024 start. Regularised meeting structure and CPD a priority Consideration to be given to the process for the appointment of new coaches	Coaching team meetings and CPD to be prioritised
44	Improve the promotion of beginner and intermediate coaching sessions to the local community by establishing more community links.	2023	On hold for now whilst numbers are not a problem. Good aim for community relations but not priority at moment.	Action removed. Head Coach to monitor and take action should numbers start to drop
45	Develop and upload a promotional video to our website	2023	Performance coaching promotional video was well-received. Further promotional videos to be produced, including ideas for Wingfield net	This is an area to be developed further
46	Review the internal adult competitions and launch a new annual programme	2023	Comprehensive and popular adult competition structure in place: Annual Club Tournament Barrett Trophy Chair's Cup Rhind-Tutt Trophy 100+ Tournament Singles Box League (now has 4 divisions with men/ladies competing on equal terms)	Business as Usual Tournament Sub-Committee to continue to review the popularity of each competition and make adjustments/improvements as required. They will also look for opportunities to introduce new formats.

47	Mitigate against single points of failure of key roles	2023	Role descriptions in place Key business plan actions, aligning with role descriptions Documents library to support knowledge base Handover between Coaching Co-ordinator and Head Coach	Priority for Committee to develop wider base of volunteers and implement succession plans Recruit Secretary and develop new roles
48	Improve volunteer recruitment process including devising a Succession Policy	2023	Same first step as task 47. Started to look at regular volunteering roles	Priority for Committee to develop the Volunteer Co-ordinator role, create a wider base of volunteers and implement succession plans
49	Produce a risk strategy and disaster recovery plan	2023	Risk assessment completed covering clubhouse and grounds, courts and play Safeguarding policy and processes in place Health and Safety Policy approved and issued to club members alongside procedures prior to end of December 2024	Overarching club risk assessment to be undertaken
50	Acquire at least one sponsorship deal	2023	Sponsorship deal with Chafyn Grove school implemented, posters provided, banner erected on court	Consider additional sponsorship opportunities
51	Install recycling bins in the club house and a method for this to be collected	2023	Bin for cardboard, plastic, tin Bin for glass Collection and removal reliant on one or two volunteers as the club is not on the waste collection routes Need to include collection of recycling in maintenance review and volunteer jobs	Priority for Committee to develop wider base of volunteers and implement succession plans
52	Run one annual adult open tournament. Train one tournament referee	2024	Three referees trained Sarum League have used the club for their annual tournament Head Coach to run an open tournament	Business as Usual Head Coach
53	Run one Grade 4 Junior Tournament per annum.	2024	Run one in 2023.	Business as Usual Head Coach
54	Run an event in aid of charity e.g. Sport Aid	2024	Would be nice to do this but not considered a top priority at present.	Remain on action plan for when there is more capacity and more volunteers. Link with community event.

55	To run an annual community event.	2024	Would be nice but not considered to be a top priority at present. Consider when there is more capacity, and link to charity event.	Remove action and combine with charity event
56	Re-allocate Coaching Co-ordinator tasks which are outside the role	2024	Head Coach and Coaching Co-ordinator tasks have been revised. Created a more traditional Head Coach role. Coaching Co-ordinator will act as the interface between the Committee and the Head Coach	Review tasks between Coaching Co-ordinator and Secretary
57	Aim to have teams in top division in county and regional leagues, publicising our progress	2026	Both Men's and Ladies teams have reached regional NCL level A teams are playing in top divisions in Apsley and Men's Summer 2024: Hants and IoW: Men's A: Div 1 Ladies A: Div 2 Men's 45+: Div 3 Men's B: Div 4b Ladies B: Div 3a Men's 55+ A: Div 1 Men's C: Div 5a Ladies C: Div 4a Men's 55+ B: Div 3 Men's D: Div 6 Ladies B 50+: Div 2 Apsley A Team: Prem B Team: Div 1 C Team: Div 4 Sarum: Div 3 NCL: 2 men's, 1 Ladies, 1 60+ ladies All results are put onto the website	Business as Usual Selection Sub-Committee