

2021/22 ACTION PLAN AND PRIORITIES

(Updated Feb 2022)

| Priorities |
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| P1) Fully repaired and improved Clubhouse back in full use as soon as possible |
| P2) Club activity resumed post Covid, with a full programme of tennis and social events. |
| P3) Growth in membership, both recruitment and retention. Improved arrangements for welcoming new members |
| P4) Club management - Full Committee with all roles & responsibilities fully covered |
| P5) Banking arrangements reviewed and rationalised |
| P6) Drawing up future capital programme |
| P7) Communication and Marketing Development |
| P8) Sustainability. A cross cutting priority embracing (3), (4) and (5) above to ensure the future of the club. |
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| Our Plan | | | | | |
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| Objective <small>(What needs to be done?)</small> | Tasks / Activities <small>(How to achieve the objective? What specific actions need to be undertaken?)</small> | Progress | Responsibility <small>(delivering & assisting)</small> | Timescale | Financial Implications <small>(Any Cost?)</small> |
| 1. Clubhouse The clubhouse is back in action as soon as possible. The costs and insurance position/reimbursement finalised. | Reinstating the Clubhouse HTC's top priority is dealing with the many, time-consuming issues to achieve this. Improvement Works Remedial work which is outside the insurance claim but will improve the clubhouse and extend its life. | Contractor about to be appointed to do the remedial and improvement works necessary before the final insurance works. | Martin | By end June 2022 | £250 Excess + cost of improvements £20,000 |

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| <p>2. Club management An effective, fully-resourced committee with some successional planning, broadened to include under-represented sections of the club.</p> | <p>New Committee members Identify any members with the ability and the desire to contribute to the club by serving on the Committee. These could be co-opted now or be nominated at the November AGM.</p> <p>IT Skills Identify a way of addressing this gap in the skills of the Committee.</p> | <p>2 new committee members elected Nov 21 AGM. Roles and responsibilities reviewed Feb 2022.</p> | <p>All committee but mainly Martin & Wendy</p> | <p>Ongoing</p> | <p>None</p> |
| <p>3. Sound banking arrangements Simplified banking arrangements which are robust and as flexible as possible to meet our needs.</p> | <p>Banking Arrangements Investigate the banking options available. Assess/document HTC requirements. Set up new banking arrangements (and accompanying internal financial processes.)</p> | <p>Martin & Wendy added as bank signatories. Bank accounts rationalised. Financial procedures updated. Plus see below</p> | <p>Vas</p> | <p>Completed</p> | <p>None</p> |
| <p>4. Understanding of HTC's Financial Position Good financial reporting (to the Committee) so that all committee members are comfortable that they understand HTC's financial position.</p> | <p>Financial Reporting Establishment of standard financial reporting documents, to include ongoing financial performance, a budget, and clear, succinct reporting to the committee.</p> | <p>Software acquired and in use which delivers these requirements</p> | <p>Vas</p> | <p>Completed</p> | <p>£100 p.a.</p> |
| <p>5. Capital Programme To be clear about future plans and resources needed,</p> | <p>To have a programme showing plans for future improvement and renewals projects including resourcing.</p> | <p>In progress.</p> | <p>Vas</p> | <p>Summer 2022</p> | |
| <p>6. Post Covid</p> | <p>Event(s) to launch post Covid set-up. Consider ideas for a post Covid investment e.g. a table tennis table.</p> | <p>The lack of a clubhouse limits options for events.</p> | <p>Sub-committee</p> | <p>Ongoing</p> | <p>May be some costs</p> |

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| | Resume social calendar Draw up the social calendar for 2022 and reinstate social activities | Jumble Sale held Feb 2022 | Denis | | Both cost and income implications |
| 7. Communication & Marketing | Resume marketing Pick up marketing strategy, identify 1 or 3 key actions from it and resume marketing activities. Got to analyse where we are, what we have got and where we want to get to, and ensure marketing strategy delivers to this. | 4 key actions have been identified to concentrate on in 2022. | Denis (+ sub-committee) | Ongoing | |
| | Resume Committee Meetings | Resumed November 2021 | | Completed | None |
| 8. Committee are aware of members views HTC provides what its members want and is responsive to members views | Survey of members views and preferences re club sessions etc Further targeted surveys To access those who didn't reply to the first – those people with whose opinions the committee is less familiar. | Playing survey carried out Oct 2021. Can do further surveys as and when required | Wendy | | None |
| 9. New Members Are made to feel welcome and become participating members of the club. | New Members initiatives Update Welcome/Information Pack. Induction programme. Might include buddying, new members evenings, family members event. | Limited buddying introduced by Martin Summer 2021 was successful. | Jo | Ongoing | |
| 10. Relationship between the Committee and Coach(es) A good mutually beneficial relationship with both parties understanding their roles and responsibilities; Coaching Plan; targets; sound financial arrangements. | A new coaching agreement | In progress | Vas and Joerg. | Mar 2022 | |
| 11. Facilities Development | Courts1 & 2 Resurfacing and Lighting Project. Close the project (report from project manager) Publicity; formal opening; display Sport England plaque and banner; invite SE to the formal opening. | Final project report delivered. Plaque etc still outstanding. | Wendy/Denis | | |

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| | <p>New keypad entrance gate Current arrangements are unsustainable. Investigate feasibility of keypad entrance gate, linked to bookings.</p> | <p>This was being investigated by Martin but covid and clubhouse flooding have taken priority. LTA was willing to fund capital costs, IF the project was feasible, but HTC to fund all running costs.</p> | <p>No-one currently</p> | | <p>Additional running costs. May be capital cost</p> |
| <p>12. Documentation (Policies, Objectives & Business Plan, Constitution)</p> | <p>Undertake (biennial) review.</p> | <p>In progress. This Action plan sets out current year's plan.</p> | <p>Wendy & Martin</p> | <p>Ongoing</p> | <p>None</p> |