

Purley Bury Tennis Club Plan

1. Vision

Purley Bury Tennis Club will be recognised as a good place to play tennis in Croydon, where members feel a strong sense of pride and belonging, and participate to ensure the continued success of the club.

2. Courts

The courts are shown in the accounts as having an asset life of 8 years and will be fully depreciated in 2016. They were cleaned and repainted in the 2014/15 financial year. In previous years they have not been cleaned and as a result the surface became slippery. They will last several more years if they are cleaned annually. This has been included in the annual maintenance plan and can either be done by a contractor for ~£1,000 per annum, or by volunteers.

Once the courts start to deteriorate, the cheapest option will be to lay a new tarmacadam top surface on the existing surface. This will cost around £50000 and we are making provision to be able to do this in 2020 by putting £15k p.a. into a sinking fund. Loans of up to 50% of the cost are available from the LTA once we achieve Tennis Mark accreditation. Grants are only likely to be available if we make improvements which increase usage or make facilities available for other sports in the community.

3. Floodlights

The floodlights are 14 years old. Before long the incandescent bulbs will become obsolete and they will have to be replaced. It is reasonable to assume that the luminaires (bulbs and projector/box fittings) will need to be replaced by 2020 if not sooner. The minimum requirement will be to install new luminaires with high pressure metal halide (MH) discharge lamps and reuse the existing pylons and electrics. This will cost around £20000. Routine maintenance will continue to be done by volunteers from the membership wherever it is safe to do so.

4. Lease

The Club's lease will expire in 4 years and the Club is in the process of negotiating a new 21 year lease with the owners in conjunction with the Croquet and Bowls clubs. Negotiations are well advanced and we expect the new lease will be in place early in 2016. At least one of the existing Trustees wants to be replaced and new younger Trustees have been found.

5. Maintenance

The club premises (courts, buildings, fixtures and fittings, surrounding environment) will be maintained so that they are safe, hygienic and fit for purpose. The committee will appoint one of its members to be maintenance manager. An annual inspection will be carried out by the maintenance manager and one other committee member and a maintenance schedule will be drawn up. As far as possible, maintenance should be carried out by club members provided it is safe for them to do so. Where specialist skills are required which are not available amongst the membership provision will be made in the budget to employ contractors. In the absence of a committee member responsible for maintenance, the committee will be collectively responsible under the leadership of the Chairman. Progress will be reviewed at each committee meeting. Members can report faults to any committee member or via email to the club website.

6. Health and safety

The club will complete a Venue Risk Assessment annually compliant with LTA guidance and take the necessary actions to ensure the health and safety of its members and their guests while they are at the club.

7. Membership

The club will be marketed by leafletting the local area, and advertising in local stations and supermarkets. We will be holding an open day at the start of the season and open days in conjunction with Great British Tennis Weekends. The club will also consider paying for advertising in local publications. The club has a Facebook page and uses Twitter to promote the club. We will continue to use our close links with local schools to attract junior members and their parents. We have succeeded in attracting more parents with a low priced membership which enables them to play with their children. We offer an improvers session on Monday nights and coaching is available to help members improve their standard to become full members. We have a discounted membership fee for students to encourage their continued membership while they are at university. We offer pro rata rates for members who join part way through the year and make special offers for membership in the latter half of the year. Our membership targets are:

	16.11.15	Target 2016/17	Stretch
Adult Full	89	95	100
Adult Restricted	26	25	30
Parents	14	15	15
Education	8	8	10
Junior			
- Tots	33	35	40
- Mini	49	50	55
- Junior 11-14	37	40	45
- Junior 15-18	8	10	12
Social	52	55	60
Projected Revenue	£25,000	£27,000	£28,000

Social Tennis

The club runs regular sessions for all club members and juniors which run throughout the year:

- Social tennis for Full Members on Sunday mornings and three social tennis rotas on Monday evening, 1900-2030hrs, and Thursday evenings 1900-2030hrs and 2030-2200hrs
- Adult improvers 2030-2200hrs on a Monday night
- Social tennis for ladies on Wednesday mornings and men on Thursday mornings for members of all standards
- Match practice evenings are held for the ladies teams on Wednesday night and the mens teams on a Tuesday night
- Friday night is fun night for Juniors

Teams

We will field mens, ladies and mixed teams in leagues, and play friendly and veterans matches. These matches should be self financing i.e. the team members should pay for the variable costs (balls, floodlights and any catering) and the cost should be spread across home and away matches at. For 2015/16 the match fee will be £2 for seniors and £1 where a junior plays for a senior team. Home matches will always be played outside the times for social and junior tennis.

Competition Programme

The club holds a summer tournament for both adults and juniors including a plate competition for adults. In the winter the club runs ladies and mens singles box leagues for adults. Occasional American tournaments are held throughout the year for adults.

For juniors the club runs:

- Grades 5 & 6 Competitions every school holiday.
- Aegon team tennis
- Road to Wimbledon
- Timed Tennis in coaching sessions
- Friday night match plays
- Parent and Child RED competition
- Junior/Senior Events
- Davis Cup style competitions

Tennis special events

The club will hold an open day for members to celebrate the start of the new tennis season in April and offer potential new members to experience social tennis at the club.

8. Coaching and development

Mark Love and MDL Coaching are contracted to the club and Mark sits on our management committee. He holds a Coach's Licence and all our coaches are Accredited with the LTA. MDL Coaching encourages its coaches to keep up to date with modern day coaching and all coaches are expected to attend courses to grow their knowledge of the game.

Adults

MDL Coaching offer adult coaching courses for improvers on Thursday and Friday mornings and more adult coaching sessions will be run during the day, when the courts are not currently being used. These will be aimed at the parents who already play at the club and will be open to people in the local community. This will open the door to more members joining the club. Sessions will include adult coaching sessions, Tennis Xpress and Cardio Tennis.

MDL Coaching runs a Cardio Tennis Session for adults on a Wednesday from 7pm-8pm which is be open to all members and also to people in the local community. This creates another door for people to get involved in tennis and then join PBLTC.

Juniors

MDL Coaching offer courses for juniors between 1630-1930hrs every weekday evening and 1015-1215hrs on Saturday mornings during all three terms for each of the following groups:

Course	Level
Mini tennis red/orange (5-9)	R3, R4, O4
Academy Squad	R1-O1
Academy Squad	O1-G1
Mini tennis red (4-7)	R4
Mini tennis quad (6-9)	O3, O2
Mini tennis squad (6-9)	R2
Mini tennis red advanced (5-8)	R3, R2
Yellow ball (10-13)	10.1, 10.2
Squad (under 14)	10.1-8.2
Mini tennis green	O3, G4, G3
Yellow (11-18 girls only)	10.2-9.1
Yellow ball (11-14)	10.2-9.1
Squad (under 16)	9.2-8.1
Squad (under 18)	9.1-7.2
Academy squad	9.2-8.2

In relation to the talent pathway MDL Coaching run talent identification sessions to admit players to The MDL Academy programme. These take place twice a year and also, when players are identified as talented, they are invited to try out a session at any time throughout the year.

MDL Coaching plan to create more junior groups between 1630hrs-19/1930hrs in order to streamline the groups so that everyone is playing with others of a similar ability.

MDL Coaching will continue to grow its after school tennis programme with schools in the local area which enables us to promote the club and introduce tennis to many school more school children in the local area and beyond.

MDL Coaching runs holiday camps during all school holidays every morning from 0930hrs-1230hrs incorporating Mini Tennis & Fun, Fun tennis & Team Games, Matchplay & Team Tennis, and these continue to grow in popularity. This encourages more juniors to join the coaching programme and PBLTC.

MDL Coaching has equipment players can access where coaching is provided.

MDL Coaching has run coaching sessions in conjunction with MIND and is keen to fund further sessions with local focus groups. They will continue to engage in activities promoted by the LTA and will work closely with the local authority.

MDL Coaching review the coaching programme termly.

9. Welfare

The club has a Welfare Officer and we implement our policies and procedures on:

- Equality and Diversity (including safe recruitment)
- Safeguarding Policy
- Code of Practice for Working with Children
- Recording and Publishing Images
- Sun
- Safety

10. Bar

The club will run an economically viable and attractive bar which is open at times when club members want to use it. It will be used to encourage members to visit the club more often and participate in the broader activities of the club. The bar will cover its variable costs including cleaning and generate a surplus of at least £5,000 per annum towards the overall costs of running the club. It will be staffed by members of the club and payment will only be made where it is cost effective to do so.

The normal opening hours will be

Mondays, Tuesdays and Thursdays: 1930-2300hrs

Friday: 1700-2300hrs

11. Social events

These will be run on a similar basis to the bar. They will help make the club a fun place to be. They will be self-financing and where possible generate a surplus to contribute towards the running of the club.

The programme for 2016 will include:

- 4 Quizes
- 4 Social events and/or party nights
- Bar opening when there are major sporting events televised on Freeview
- Bar days and nights in conjunction with tournaments and other tennis events
- Club Ball

12. Other use of club facilities

The club will rent out its premises to club members and members of the local community when they are not in use by the club. Where alcohol is to be consumed, they will only be rented to club members in compliance with our club premises licence.

13. Fund raising

The club is committed to putting £15,000 into the sinking fund annually. Where normal club activities do not generate a sufficient surplus the Committee will organise fund raising activities to bridge the gap.

PURLEY BURY TENNIS CLUB		2015			2014		
CASH BOOK SUMMARY		Jan to April 2015	May to Dec 2015	TOTAL 2015	Jan to April 2014	May to Dec 2014	TOTAL 2014
INCOME							
Subscriptions (incl Guest fees)		11,201.68	12,238.10	23,439.78	13,091.10	13,497.85	26,588.95
Bar takings		7,595.70	18,698.17	26,293.87	5,854.20	21,853.73	27,707.93
Bar hire		36.00	150.00	186.00		605.00	605.00
Match fees		139.00	749.86	888.86	381.00	142.00	523.00
Floodlights		1,183.00	2,344.00	3,527.00		950.00	950.00
Polling station			250.00	250.00		250.00	250.00
Misapprd-repaid		700.00	1,300.00	2,000.00		5,000.00	5,000.00
Events		77.00	387.95	464.95			
Match practice		239.50	711.60	951.10		128.00	128.00
Guest fees		3.00	10.00	13.00			
Rent		1,000.00	1,000.00	2,000.00	1,000.00	1,000.00	2,000.00
MDL Raised funds						4,431.35	4,431.35
Other			157.19	157.19			
Unknown						428.20	428.20
Surrey LTA						1,000.00	1,000.00
TOTAL INCOME		22,174.88	37,996.87	60,171.75	20,326.30	49,286.13	69,612.43
EXPENDITURE							
Bar drinks		4,038.35	9,890.94	13,929.29	4,864.11	10,645.61	15,509.72
Bar other		1,561.87	2,205.53	3,767.40	701.49	6,253.44	6,954.93
Bar wages		140.00	1,550.50	1,690.50			
Bar maintce		199.99	389.01	589.00	840.28		840.28
Balls/nets			683.95	683.95	2,033.04	532.00	2,565.04
Waste disposal		534.17	895.44	1,429.61	519.90	912.64	1,432.54
Light/heating/Water		2,068.00	3,892.70	5,960.70	2,252.00	4,836.89	7,088.89
Cleaning		394.56	491.40	885.96		889.48	889.48
Communication		131.96	263.92	395.88	125.00	325.31	450.31
Bank charges		127.34	316.57	443.91	73.98	394.16	468.14
Maintenance: Courts		163.20		163.20		6,000.00	6,000.00
Floodlights						146.86	146.86
Grounds		200.00	10.74	210.74		200.00	200.00
Clubhouse		1,396.25	1,458.40	2,854.65		1,025.99	1,025.99
Summer ball			500.00	500.00			
Rent			9,400.00	9,400.00	9,962.85	9,400.00	19,362.85
Events							
LTA Team entry fees			485.00	485.00			
Insurance			1,239.74	1,239.74		1,176.69	1,176.69
Print/post/stationery			21.98	21.98			
LTA Levy		500.00	990.00	1,490.00	668.00	108.00	776.00
TV Licence			145.50	145.50			
Other		250.45	506.58	757.03	412.91	250.45	663.36
Unknown		63.43		63.43		1,281.08	
TOTAL EXPENDITURE		11,769.57	35,337.90	47,107.47	22,453.56	44,378.60	66,832.16
		Jan to April 2015	May to Dec 2015	TOTAL 2015	Jan to April 2014	May to Dec 2014	TOTAL 2014
CURRENT BANK BALANCES	CURRENT a/c			7,796.03			
	SAVINGS a/c			15,001.09			
	TOTAL			22,797.12			

ESTIMATED CASH FLOW													2016
INCOME	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEPT	OCT	NOV	DEC	TOTALS
Subscriptions				20000	8070								28070
Bar takings	1683	1683	1684	3067	3067	3066	2533	2533	2534	2333	2333	2334	28850
Bar hire	100			100			100			100			400
Mens Match Practice floodlights	96	96	96	96	96	96	96	96	96	96	96	96	1152
Ladies Match Practice floodlights	96	96	96	96	96	96	96	96	96	96	96	96	1152
Rota floodlights	350	350	500	250					250	500	350	350	2900
Match fees				400						400			800
Polling station					250								250
Events													
Summer ball													
Other													
Income Totals	2325	2225	2376	24009	11579	3258	2825	2725	2976	3525	2875	2876	63574
EXPENDITURE	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEPT	OCT	NOV	DEC	TOTALS
Bar: drinks	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400
Bar: consumables	275	275	275	275	275	275	275	275	275	275	275	275	3300
Bar: wages	175	175	175	175	175	175	175	175	175	175	175	175	2100
Bar Maintenance				334	334	333				334	334	333	2002
Balls/nets			500			500			500			500	2000
Maintenance: Courts*		1000											1000
Floodlights													
Grounds	90	90	90	90	90	90	90	90	90	90	90	90	1080
Clubhouse	190	150	150	150	150	150	150	150	150	150	150	150	1840
Cleaning	20	20	20	20	20	20	20	20	20	20	20	20	240
Events													
Summer ball													
Rent					3700						3700		7400
Insurance								1250					1250
Levy to LTA									440			550	990
UTILITIES ETC													
Waste disposal	115	115	115	115	115	115	115	115	115	115	115	115	1380
Lighting, heating	306	306	306	306	306	306	306	306	306	306	306	306	3672
Water					150						150		300
Global 4: broadband	33	33	33	33	33	33	33	33	33	33	33	33	396
TV Licence							145						145
Bank charges	50	50	50	50	50	50	50	50	50	50	50	50	600
Printing, postage, stationery													
Other													
Expenditure Totals	2454	3414	2914	2748	6598	3247	2559	3664	3354	2748	6598	3797	44095
CASH FLOW TOTALS	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEPT	OCT	NOV	DEC	TOTALS
STARTING BANK BALANCES*	22797	22668	21479	20941	42202	47183	47194	47460	46521	46143	46920	43197	
INCOME	2325	2225	2376	24009	11579	3258	2825	2725	2976	3525	2875	2876	
EXPENDITURE	2454	3414	2914	2748	6598	3247	2559	3664	3354	2748	6598	3797	
NET CASHFLOW	22668	21479	20941	42202	47183	47194	47460	46521	46143	46920	43197	42276	