

Purley Bury Tennis Club Plan 2019-2020

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.

Volunteering Ethos

The Tennis Club and PBTC Social Ltd are run by the members for the members and the Community in Croydon. It is expected that members contribute what they can, when they can to the successful running of the club.

2. Governance

The Club has 5 Trustees who make up the Management Board: Chairman, Treasurer, Secretary, Membership Secretary and Tennis Representative. We have vacancies for a Maintenance Manager, Marketing Manager and a Social Event Co-ordinator.

The 2019 AGM will be the first AGM for the Charity. The Constitution of the Charity requires all trustees to stand down at the first AGM. All trustees may stand for re-election by the membership.

The Bar is run as a separate incorporated Company - PBTC Social Ltd. The Charity is the sole shareholder in this Company. Directors of this Company are appointed by the Management Board of the Charity. Currently, the Bar Manager is the sole Director. The Board is supported by a Tennis Sub-committee run by the Tennis Representative on the Board which includes the Club Coach and the Mens and Ladies Captains.

3. Courts

The courts are shown in the accounts as having an asset life of 8 years and became 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 be done by a contractor for ~£1,000 per annum. They were cleaned again in 2016, 2017 and 2018.

The courts are starting to deteriorate. During 2019 Michael Vaughan and Mark Love will be researching the different surfaces available and will consult the membership on their preferences. We are likely to use an outside consultant to draw up our specification and seek competitive tenders for the work. Whatever surface is chosen it should be possible to reuse the existing foundations in which case the cost for the five courts will be up to £70,000. If the foundations have to be replaced as well the cost will be considerably more.

4. Floodlights

The floodlights are 15 years old. We have high pressure metal halide (MH) discharge lamps. All the lamps, junction boxes and token boxes were replaced in 2016, the lenses cleaned and the luminaires adjusted. 2 of the pylons are subsiding, although there is no immediate requirement to reinstate them. The floodlights do need to be replaced and it is important to do this before the courts are resurfaced to minimise the need for rework, therefore the target is Autumn 2019. Four widely divergent quotes have been obtained from contractors. As a result the Management Board has decided to appoint an external consultant to draw up a specification and obtain competitive and comparable quotes. The consultant will also oversee the delivery of the specification. Quoting contractors will be asked for examples of their installations which members of the Management team can visit and assess. The cost for a full LED installation could be up to £120,000. The aim is to go for a LED option which provides better light, less disturbance to neighbours and lower running costs.

Routine maintenance e.g. cleaning, will continue to be done by volunteers from the membership wherever it is safe to do so.

5. Lease

Agreement has been reached with the Club's landlord for a new 21 year lease commencing 5 June 2019.

6. 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.

7. 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.

8. 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 website, 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.

A new membership category has been introduced for less able members at the same level as parent membership (£35).

It is proposed to withdraw the Restricted Membership category in 2019 to encourage all adult members to enjoy the benefits of full membership

All other subscriptions will continue to be held at the 2017/18 level with a 5% discount for payment on or by 30 April 2018.

A new category of membership of the Charity "Friend of Purley Bury Tennis Club" will be introduced for non-playing members who are nevertheless demonstrably committed to the objectives of the Charity. The proposed fee is £25 and they will be eligible for British Tennis Membership associated with the Tennis Club and the Wimbledon Ballot.

Social membership of PBTC Social Ltd will continue to be available, which will enable them to purchase drinks from the bar under the terms of our license'

Whilst we have maintained a healthy level of membership in 2018 we need to ensure a flow of new adult members into the club to sustain our playing activities and the Management Team.

Our membership targets are:

| | 2018/19 Actual | 2019/20 Target |
|------------------|-------------------|-------------------|
| Adult full | 92 | 120 |
| Adult restricted | 16 | 0 |
| Parents | 19 | 25 |
| Less able | 16 | 16 |
| Education | 5 | 6 |
| Honorary | 7 | 7 |
| Tots | 32 | 35 |
| Mini | 59 | 50 |
| Junior 11-14 | 25 | 40 |
| Junior 15-18 | 9 | 15 |
| Social | | 50 |

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 four social tennis rotas on Monday evening, 1900-2030hrs and 2030-2200hrs, and Thursday evenings 1900-2030hrs and 2030-2200hrs
- Rusty Rackets (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
- Sessions for players with disabilities take place at the club on Friday evening from 6.30pm-7.30pm.
- Saturday singles roll up takes place on Saturday afternoons from 1500hrs in the summer and 1300hrs in the winter.

We will field mens, ladies and mixed teams in leagues, and play friendly and veteran matches. For 2018/19 the match fee covering registration and balls will be £2.

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
- School holiday 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

session in April and offer potential new members to experience social tennis at the club.

The club takes part in LTA initiatives such as Tennis for Kids

Junior Socials organised at least once a term.

9. Coaching and development

Mark Love and MDL Coaching are contracted to the club and Mark is a Trustee of the Tennis Club. He holds a Coach's Accreditation 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 coaching for adults on Monday nights, Tuesday, 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 Tennis Tuesdays, adult coaching sessions, Tennis Xpress and Rusty Rackets.

Juniors

MDL Coaching offer courses for juniors between 1630-1930hrs every weekday evening and 0915-1315hrs 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 Invitation Squads which are aimed at juniors who want to play at least twice a week and want to compete. 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.

Friday night is Junior Club night which is a community pay and play session.

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 0900hrs-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 runs Disability tennis coaching sessions every Friday between 6.30pm-7.30pm with LTA coaches and a large portion of volunteers mainly made up of members of the tennis club. These sessions are funded and Free of charge to the recipients. All attending are members of the tennis section and pay £35 for the year.

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.

10. 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
- GDPR Privacy Policy
- Safety

All policies are due for review in 2020

10. Bar

The club will run the bar as a separate incorporated entity. It will continue to be an economically viable and attractive facility 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 clean-

ing and generate a surplus with a target of £11,000 per annum of which one third may be spent on refurbishment. The remaining surplus will be donated to the Tennis Club.

The bar will be staffed by members of the club and payment will not normally be made.

The normal opening hours will be

Mondays, Tuesdays and Thursdays: 2030-2300hrs

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 for the benefit of members.

The programme for 2019 will include:

- 4 Quizes
- 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 for their exclusive use 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 has performed well this year, and net assets will stand at around ££85,000 by the financial year end. It should be possible for the club funds to continue to produce a £20,000 surplus per annum, subject to expenditure on contingency items and infrastructure improvements, which can be added to the sinking fund. This would suggest a likely sinking fund projection (without deductions for lights) by 2020 in the region of £100,000. Since the lights and courts will be budgeted in the region of £190,000, the fund-raising target is £50,000 per annum for the next two years through grants and sponsorships. Fund raising in 2018/19 was £11,200

Fundraising included £2,750 for the less able members section in 2018