

PURLEY BURY TENNIS CLUB PLAN

2021-2022

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 they 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 for the Community in Croydon. It is expected that members contribute *what* they can *when* they can to the successful running of the Club.

Objectives

- To grow Adult playing membership of the Club by 20% and in particular to increase the pool of players interested in playing in matches
- To redress the imbalance of male and female players by encouraging more women to join
- To increase the use of the courts during the day on weekdays
- To encourage more people to start playing tennis
- To have a minimum of £75,000 in the sinking fund by 31 December 2024, with a stretch target of £100,000

The overall objectives for the next four years are unchanged, but in view of the restrictions resulting from the COVID-19 pandemic our priorities are driven by facilitating as much play as possible and ensuring the safety of our members at the Club. Despite this, in 2020 the Club made an operating surplus of £9,400, and in 2021 it grew Adult, Junior and Parent membership. It had net assets of £67,700 as at the end of 2020, of which £7,000 was restricted funds.

2. Governance

The Club is a Registered Charity, number 1176144. It can have up to 10 Trustees who make up the Management Board, including the Chairman, Treasurer, Secretary, Membership Secretary and Tennis Representative.

At the discretion of the Board, the Trustees are supplemented by other members to form a Management Team. There are vacancies for a Maintenance Manager and a Marketing Manager.

The Constitution of the Charity requires one third of the Trustees to stand down at each AGM. This year the Secretary and Coach will be standing down and then seeking re-election. The Treasurer will be leaving the Board and will cease to be a Trustee. A replacement has been appointed.

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.

3. Courts and Floodlights

The courts were resurfaced with an additional layer of tarmacadam in 2019 and painted in 2020. The courts are normally cleaned in November once the leaves have fallen. The courts are repainted every 4 years and resurfaced every 8 years or as required.

The floodlights and all associated pylons, ducts, cabling and controls were renewed in 2019. Asset lives are at least:

- Controls and protection systems – 5 years
- Luminaires – 10 years
- Cabling – 20 years
- Columns – 20 years

The floodlights should be maintained at least every 5 years.

4. Lease

The new 21-year lease commenced on 5 June 2019.

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 Management Team will appoint one of its members to be Maintenance Manager.

An annual inspection will be carried out by the Maintenance Manager and one other member of the Management Team, 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 that are not available among the membership, provision will be made in the budget to employ contractors.

In the absence of a Maintenance Manager, the Management Team will be collectively responsible under the leadership of the Chairman. Progress will be reviewed at each meeting of the Management Team. Members can report faults to any member of the Management Team or via email to the Club's website.

In summary, the 2021 maintenance plan is as follows:

Major Works

1. Replace the Club House veranda and make it safe to use in the meantime
2. Replace practice wall and limit its use in the meantime

One-Off Jobs

1. Improve braces to fencing over practice wall
2. Adapt fencing at the Club House end of Court 1 to give access to power point and allow the removal of leaves and tennis balls
3. Minor making-good and painting in the ladies' and gents' toilets

4. Clear steps to croquet lawn and remove redundant cables, which are a trip hazard
5. Replace broken bench
6. Repair cupboards at rear of Top Building
7. Make permanent the blocking-off of the redundant fire exit at the rear of the building
8. Decorate the bar kitchen
9. Keep the cupboard below the ball cupboard in the kitchen locked as it contains hazardous cleaning substances, and label it appropriately

Regular Maintenance

1. Ensure courts and grounds are kept clear of leaves during the Autumn and there is no undue spillage onto the croquet lawn
2. Jet-clean outdoor furniture in the Spring
3. Jet-clean courts in November and spray with weedkiller and algae inhibitor
4. Check all roofs for moss, and clean
5. Check and clean gutters
6. Keep hedges trimmed twice a year
7. Maintain the flower beds and hanging baskets
8. Keep grass trimmed

Provision has also been made in the budget for contractors to carry out the work not within the competence of volunteers from the membership, with the exception of the practice wall, which is a lower priority.

6. Health and Safety

The Club appointed a Health and Safety Officer in 2019 and there is a Health and Safety Policy. The Club completes a Venue Risk Assessment annually, compliant with LTA guidance, and takes the necessary actions to ensure the health and safety of its members and their guests while they are at the Club. The Club also completes a Fire Risk Assessment as part of the annual maintenance review, and separate Risk Assessments for special events.

7. Membership

The Club will be marketed as appropriate and, depending on circumstances and restrictions, by leafleting the local area and advertising in local stations and supermarkets. We may hold an open day at the start of the season and other open days in conjunction with LTA British Tennis Weekends.

The Club will also consider paying for advertising in local publications.

The Club has a website and a Facebook page, and uses Twitter and WhatsApp groups to promote

itself. 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 that enables them to play with their children.

We offer an Improvers session on Monday night 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.

We have a separate section for Disability tennis members, priced at the same level as Parent membership (£35), and there is a regular free coaching session for them in the early evening on Friday.

In view of the restrictions on court usage in 2020/21, membership renewals will be discounted by 25% with a rate of £150 for full Adult renewals for payment by 16 April 2021. Subscription rates for new members will remain unchanged.

There is a separate category of membership of the Charity ‘ –Friend of Purley Bury Tennis Club– ’ for non-playing members who are nevertheless demonstrably committed to the objectives of the Charity. The fee is £25 and they are eligible for British Tennis membership associated with the Tennis Club and the Wimbledon Ballot.

Social membership of PBTC Social Ltd was not available in 2020/21 because the Bar was closed. It will be made available once more when the Bar is able to operate again, at the rate of £20.

The Club was able to give more people the opportunity to take their exercise on court and as a result Parent membership increased from 15 to 53 and Junior membership increased from 88 to 105. Full Adult membership increased from 101 to 105.

Our aim in 2021/22 will be to consolidate and build on these gains, and reinstate Social membership.

Our membership targets are:

	2019/20	2020/21	2021/22
	Actual	Actual	Target
Adult full	101	105	120
Parent	15	53	50
Disability	9	9	16
Education	13	13	15
Honorary	7	7	
Tot	22	20	35
Mini	34	39	50
Junior 1 & 2	27	46	55
Social (inc Bridge Club)	54	0	50
Friend	3	3	

Social Tennis

The Club holds regular sessions for all Tennis members, which run throughout the year:

- Social tennis for full Adult members on Sunday morning, and four social tennis rotas on Monday night, 1900-2030hrs and 2030-2200hrs, and Thursday night, 1900-2030hrs and 2030-2200hrs. The fee when floodlights are used is 75p per player per 30 minutes
- Rusty Rackets (Adult Improvers) – 2030-2200hrs on a Monday night
- Social tennis – ladies on Wednesday morning and men on Thursday morning, for members of all standards
- Match practice evenings are held for the ladies' teams on Wednesday night and the men's teams on Tuesday night. The fee for the provision of new balls and floodlights as required is £3
- Friday night is fun night for Juniors, with coaching and organised events
- Disability tennis coaching sessions take place on Friday: 1700-1745hrs for junior Disability players, and 1745-1830hrs for adult Disability players
- A free 'seniors and fitness' tennis session sponsored by Sport England has been introduced on Friday morning
- Saturday singles roll-up takes place on Saturday afternoon, from 1500hrs in the Summer and 1300hrs in the Winter
- LTA Mini Tennis Events will take place on Saturday from 1300-1500hrs to allow our very youngest players a chance to compete and learn the game in a fun, competitive environment
- We will field men's, ladies' and mixed teams in leagues, and play friendly and veteran matches, when match play resumes

Competition Programme

The Club holds Summer tournaments for adults and juniors, including a plate competition for adults. In the Winter the Club runs ladies' and men's singles box leagues for adults. Occasional American tournaments are held throughout the year for adults.

For Juniors the Club runs:

- Grades 5 & 6 competitions at the weekend
- LTA team tennis and team trophy
- Road to Wimbledon
- Team Challenge in coaching sessions at the end of each half term
- School holiday tennis camps and Teen Tennis sessions
- Quorn Family Cup for parents and children to play together
- Junior/Senior events
- Davis Cup-style competitions

Tennis Special Events

The Club hopes to hold a 'Welcome Back to Tennis' week for members to celebrate the start of the

new tennis season in April and will offer potential new members the opportunity to experience social tennis at the Club.

The Club takes part in LTA initiatives such as LTA Youth Start every term. Junior social events are organised at least once a term on a Friday evening. A Disability tennis social event is held twice a year for players and parents to come together for a Christmas and Summer party.

8. 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. All coaches are LTA accredited or accredited +.

Adults

MDL Coaching offers coaching for adults on Monday night, Tuesday and Friday morning. More adult coaching sessions are run during the day in small groups and 1:1 sessions.

In addition, MDL runs a session for Over-50s on Friday morning, which is grant funded and free for participants. It is aimed at people who want to learn a new sport and improve their fitness and health and is open to residents in the local community. This will encourage more people to join the Club.

Tennis lessons are promoted as a lifestyle change rather than just a lesson. MDL hopes to convert new players to become lifelong participants in the sport and enhance their fitness.

Juniors

MDL Coaching offers courses for Juniors from 1630-1930hrs every weekday evening and 0900-1300hrs on Saturday morning during all three school 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 squad (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 runs 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. In addition, when players are identified as talented, they are invited to try out a session at any time throughout the year.

MDL Coaching plans to create more Junior groups from 1630-1900/1930hrs 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 and split into two periods:

- **1600-1700hrs** – Fun Tennis (4yrs-11yrs)
- **1830-1930hrs** – Teen Tennis (10yrs-17yrs)

MDL coaches offer one-to-one sessions for those who wish to learn tennis as an individual. These take place on weekday evenings and at weekends.

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 more schoolchildren locally and beyond.

MDL Coaching runs holiday camps during all school holidays, every weekday morning from 0900hrs-1200hrs, incorporating Mini Tennis & Fun, Fun Tennis & Team Games, and Matchplay & Team Tennis. These continue to grow in popularity.

Also on offer is Teen Tennis, which takes place on Tuesday and Thursday afternoons during school holidays. This encourages more Juniors to join the coaching programme and PBLTC. In addition, due to demand we have created more afternoon sessions for the younger players, which run from 1300-1500hrs.

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

MDL Coaching runs Disability tennis coaching sessions every Friday, for junior Disability players and adult Disability players. These are run by LTA coaches and a large group of volunteers, mainly members of the Tennis Club. These sessions are funded by the Croydon Community Fund and are free of charge to recipients.

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

MDL Coaching reviews its coaching programme every term and is always looking to build its team of coaching professionals.

9. Welfare

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

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

All policies are regularly reviewed.

10. Bar

The Club runs the Bar as a separate incorporated entity. The Bar is not able to operate at present, but once the COVID-19 restrictions are lifted it will continue to be an economically viable and attractive facility that 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 with a target in a normal year of £11,000 per annum. The 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:

Monday, Tuesday and Thursday: 2030-2300hrs

Friday: 1700-2300hrs

11. Social Events

A programme will be formulated once the Club is able to run social events again.

12. Other Use of Club Facilities

The Club will rent out its premises to Club members for their exclusive use when not in use by the Club. Only Club members and their named guests may consume alcohol, in compliance with our Club premises licence.

13. Fund-Raising and Sinking Fund

The Club has secured the following grants:

- Disability tennis coaching: £2,000 from the Croydon Community Fund
- 'Seniors and fitness' tennis: £4,690 from Sport England
- COVID-19 support: £11,905

It remains essential that sufficient funds are accumulated in the sinking fund for the future replacement of the floodlights and courts:

- Minimum annual target input of £15,000 and a stretch of £20,000
- Minimum accumulation target of £75,000 and a stretch target of £100,000 by the end of 2024

Expenditure on other projects and subscription levels need to take account of this requirement.

Meanwhile, our intention is to continue to seek out sponsorship and grant opportunities where and when we can.