

Saltford Lawn Tennis Club

# Business Plan and Stage 3 Community Asset Transfer Application

January 2020

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

### **Contents**

1. About the Organisation
2. Club Management
3. The Vision for the Future
4. Club Membership
5. CAT and BANES Corporate Priorities
6. SWOT Analysis
7. The Need and Benefits
8. Impact of the Activities
9. Resources
10. Managing the Building/Land
11. Equality, Accessibility and Diversity
12. Project Delivery
13. Monitoring and Evaluation Frameworks
14. Risk Analysis
15. Project Costs
16. Clubhouse

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

### **1. About the Organisation**

Saltford Lawn Tennis Club (SLTC) has been in existence for over 50 years. It serves the village of Saltford (pop 4000) and the surrounding area. The Club is affiliated to the Lawn Tennis Association (LTA), Avon Lawn Tennis Association, and Saltford Community Association (SCA).

The Club is a Charitable Incorporated Organisation (CIO), registered charity number 1183060. Its governing document is the CIO Association Constitution. Three Trustees are appointed in the Constitution, which defines their roles and responsibilities.

The objective of the Club, as defined in the CIO, is to promote community participation in healthy recreation by providing facilities for playing tennis for the benefit of the public in Saltford and the surrounding area.

The Club has three all-weather tennis courts, flood lights which enable all-year play, and a Clubhouse. The land used by the Club is leased from the Council (BANES) under a 25-year lease (13 years remained at 1 January 2020). BANES have responsibility for the Court surface and the hedges, the Club have responsibility for the Clubhouse, floodlights and fences. For practical reasons the Club has maintained the top and inside of the hedges and BANES has maintained the outside.

The Club encourages all standards and all ages of players to become Club members at affordable prices. Club membership is open to all, without distinction of age, sex, sexual orientation, race, religion or ability. Club members can enjoy social tennis, either at two Club nights, or at the weekly ladies and mens sessions. Competitive tennis is available through the Club's participation in the Avon LTA summer and winter leagues (two mens, three ladies, one ladies over 45, and two mixed teams participate) and through regular in-house tournaments.

Tennis coaching is offered to members and non-members including "minis" (under 10s), juniors (11-18), girls-only (G4 tennis), and adults, through a contract with Team Bath (University of Bath) under their "community outreach" programme. Coaching sessions are held on two evenings and one morning each week for 39 weeks of the year. In addition, the coaches have provided grant-funded coaching for local schools, parent and toddler sessions and the LTA "Tennis for Kids" scheme, for which the Club offers free facilities (valued at ~ £300/year).

The courts are open for use from 9am to 9.30pm every day. Use of the courts is also offered to non-members at low cost from 9am to dusk each day, subject to booking in advance into a time slot not allocated to Club activities. Non-members are given the same priority as members when booking the courts. Booking of the courts is through the Club's website or through a mobile app which provides a four-digit number for non-members to access the courts.

The location of the Club is attractive – next to the Saltford Community Centre (Saltford Hall, run by the SCA), Saltford Sports Club and Bar, and Saltford Playing Fields. There is adequate parking for Club users, and continued good relationships with the SCA enables use of toilet facilities in Saltford Hall, shared water supply, and access to meeting rooms. A recent meeting with Saltford Sports Club has led to their bar being available to SLTC members and visiting teams in 2020, and it is possible that SLTC may be given access to their changing rooms, toilets and showers.

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

### 2. Club Management

The Club is managed and governed by a Main Committee, elected at the annual AGM, and consisting of Chair, Honorary Treasurer, Honorary Secretary, Mens Captain and Ladies Captain. Two Sub-Committees report to the Main Committee – one manages all “On-Court” issues and one manages all “Off-Court” issues. The Chair of each Sub-Committee and the Trustees are also members of the Main Committee. All three Committees meet at least quarterly. The Sub-Committees have authority on day-to-day matters, but refer major issues and matters of policy and governance to the Main Committee. Additional Officers independent of the Committees oversee Safeguarding, Welfare and Complaints.

Other Club members volunteer to assist with regular maintenance tasks, “tennis for free” open days, special events (such as the annual visit from the “Chernobyl Children’s Lifeline” charity), and have provided support to needy children. The Club has funded free coaching for local primary and secondary schools through obtaining grants (over £6000 of grants have been obtained and used for this purpose in recent years), and a “Coaching for Young People” scheme is planned. All contact with children and young people – whether coaching, playing, or as part of special events, is by DBS-cleared members of either the Club or Team Bath.

The Club has good communication and relationships with the SCA, the elected BANES Councillors, and Saltford Parish Council, and all of these groups are aware of and support the Club’s application for a Community Asset Transfer (CAT). The Club Chair sits on the SCA Committee.

The Club has good support from both Avon LTA and LTA nationally, and meet with both at the Club informally from time to time (usually the LTA’s Participation Development Manager and Avon LTA’s County Representative). The Club also attends their regular formal meetings (eg the Avon LTA AGM).

Monitoring and evaluation of the Club’s activities is done through the Committees using monthly financial accounts, membership information, team performance information, and feedback from special events.

An annual AGM is held and minuted, at which reports are tabled on past year activities and future plans. Independently examined financial accounts are prepared annually and presented to the AGM. Under CIO requirements an annual report will be provided to the Charities Commission, and to meet a future CAT arrangement a full report containing performance against the SLA and agreed benefits will be prepared.

The Club has a suite of Policies, Rules, Codes of Conduct and Codes of Practice. Whilst these cover all necessary requirements, in 2020 they will be reviewed, better aligned and simplified, with easier access to them by Club members.

The Club has a website, operated under the LTA’s “Clubspark” venue management system, and a presence on social media including an active Facebook account.

*(Copy of CIO Association Constitution and other significant documents separately provided)*

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

### 3. The Vision for the Future

The Club aims to continually enhance its facilities to at least the standard offered by the best similar sized Clubs in the Avon Leagues. With this objective in mind, the Club has been preparing for the construction of a new Clubhouse, for which Planning Approval has been obtained, ref 17/05738/FUL, dated 23 January 2018. The current Clubhouse is small, old and in poor condition compared with most others in the Avon LTA area. A larger leased area, as envisaged under the proposed CAT, would provide the land for the larger Clubhouse and a small area of additional land for miscellaneous use (e.g. a bike-stand or a picnic table). It is also envisaged that responsibility for the hedges would transfer to the Club under the CAT.

A new Clubhouse would be a contributor to BANES' objectives of greater community participation and a healthy community, as it would be a facility where players could meet and socialise. This is not possible with the current Clubhouse. Discussions with other Clubs has confirmed the Club's own experience with enhancing the Courts – improving a Club's facilities is likely to attract new members from the community and help retain current members.

Projects such as the proposed Clubhouse need to be soundly financed, and improving the ability of the Club to raise external funds through the security of a long lease is of paramount importance with that in mind. The Club also believes that the challenge of financing other major future projects, primarily the periodic repainting and resurfacing of the tennis courts, can be met through careful financial management. The establishment of a CAT, allowing a greater degree of independence in decision-making, and the ability to plan long-term, is key to that.

The size of the Club is limited by its lease, and any future expansion (e.g. an additional court) could only take place through the leasing of further land, in addition to the raising of appropriate funds. This could however be a longer-term ambition for the Club.

### 4. Club Membership

Membership income and numbers have increased by about 50% in the last four years.

The following chart shows the Club's performance in terms of membership income and membership numbers over the last eight years

Year	Income £	Adults 26+	Young Adults 19-25	Juniors 11-18	Minis <11	New Members (Low Rate)*	Total
12-13	4557	54	21	39	21	Incl	135
13-14	5006	57	9	23	6	Incl	95
14-15	4351	45	4	11	7	Incl	67
15-16	4396	50	5	14	20	Incl	89
16-17	6779	62	7	44	36	37	186
17-18	7985	56	7	31	30	56	180
18-19	9215	72	3	28	24	34	161
19-20 (to Dec)	8830	74	6	26	35	18	159

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

The Club's recent policy of very low first year membership has been successful, and has taken membership numbers close to the LTA recommended players/courts ratio of 60 players per court. The new member "conversion rate" (ie low rate new members who go on to become full members) has been on average 43.26% against 33% planned. However, many new members live in Saltford, and although there is a continual influx of new people to the village, the potential pool of new local players attracted by the low membership cost has now largely been tapped – hence the decreasing trend in new members. The Club therefore aims to broaden its "marketing" to new possibilities eg the significant number of young families and couples moving into the new housing in Keynsham, which has limited tennis facilities.

Recent analysis produced by LTA shows the local demographics and the possible target ages and types of player who could be identified as future members. This data will be considered in the Club's future membership initiatives.

Since the completion of the new courts, some new members have joined from further afield (e.g. Radstock). However, such attraction can only be maintained by an ambitious Club, given the competition available to those outside of the direct "catchment" area. There are other tennis facilities and clubs in the area e.g. Bath, Lansdown, Hanham and Knowle, so the Club aims to differentiate itself from them through the quality of its facilities, low cost of membership, social activities and playing atmosphere, and its ambition.

The charts on the following page show the membership in the last year split by male/female, by age group, and by home location

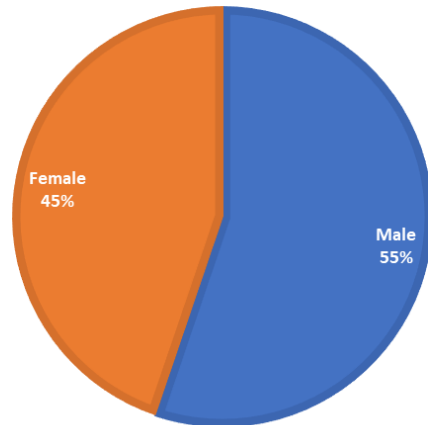
The Club aims to attract a greater number of female players, particularly in the younger age groups. More challenging however is the fact that the number of Young Adults (19-25) is too low, and this will be a focus for the future. Retaining juniors through the coaching scheme, or offering membership benefits to those local students studying away from home, and thus only in the area for part of the year, are possible opportunities.

The Club views the longer-term vision and improvement to facilities enabled by a CAT as critical in encouraging the desired levels and category of members and in improving retention levels.

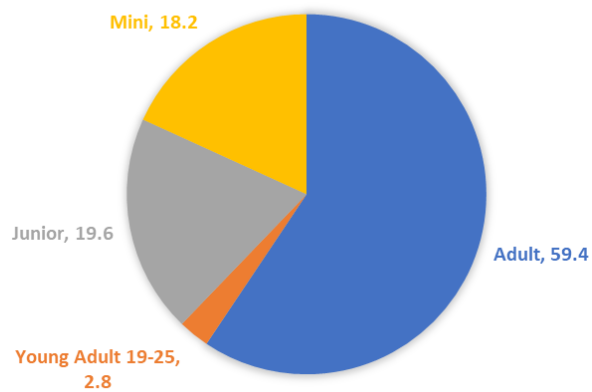
# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

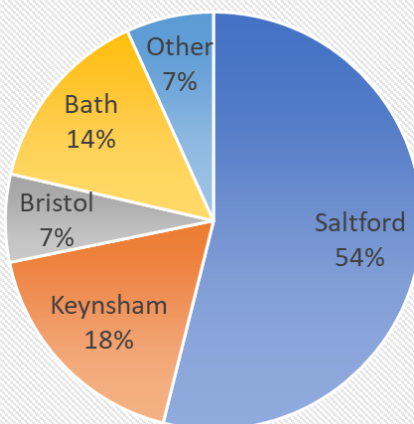
MEMBERSHIP BY M/F % SPLIT 2019



MEMBERSHIP BY AGE GROUP % SPLIT 2019



Membership by Home Location % Split 2019



# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

### 5. CAT and BANES Corporate Priorities

The establishment of a CAT would contribute towards BANES' Corporate Priorities (as stated in the 2016-20 Corporate Strategy) as follows:

*Strong economy and growth – healthier communities:* Tennis is an active outdoor sport played in a social and/or competitive environment. Together with the skills required – tactical thinking, problem solving, and social interaction – the game contributes to physical and mental health and well-being, and the Club would aim, under a CAT, to provide these benefits to a greater number of people.

*A new relationship with customers and communities – putting residents first in everything we do:* The Club puts community at its heart and actively engages with local residents to ensure that they view the Club positively. The long-term commitment of a CAT would undoubtedly add to the positive view of local residents, and more might themselves become members.

*A focus on prevention – greater choice and independence for older people/investing in our young people:* the Club encourages active participation of all ages and all levels of ability, providing activity and social contact for older people and providing young people with skills through the coaching programme. The development of improved facilities enabled by a CAT would provide a better environment for social interaction of older people and opportunity to enhance the coaching programme for the benefit of young people.

*An efficient business – tackling wasteful spending:* Large savings would be made by BANES through passing the cost/risk of court resurfacing and maintenance to the Club. Further savings would be made by transferring the responsibility for the hedges to the Club. Projected savings for BANES at current prices over the period of the current lease which ends in 2032 are set out in the table below.

<b>Court Cost Savings</b>	Repainting 2022 £	Resurfacing 2027 £	Repainting 2032 £
Base Cost Estimate	10000	45000	10000
Project Costs (based on 2017 resurfacing costs)	2500	11000	2500
BANES In-House costs for resurfacing and repainting	500	2300	500
<b>Other Savings/Costs</b>			
Savings from hedge cutting	1000	2500	2500
(-) Loss of Income from rent from 2020	(-)3200	(-)8000	(-)8000
(-) One-off BANES Contribution to CAT	(-)5000		
<b>Aggregated Savings</b>	5800	58600	66100



# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

*Notes on the table above:*

- *For the proposed 99 year lease, these savings would be repeated every 5 years from 2032*
- *Base Cost Estimate – direct cost of court repainting and resurfacing as advised by specialist contractors*
- *In-House Costs – resurfacing costs as advised by BANES, repainting costs estimated pro rata*
- *Project Costs – estimated external costs incurred by BANES including main and sub-contractor on costs and contingencies as advised by BANES based on the cost of the 2017 court resurfacing*
- *BANES In-House Costs – project management, procurement and other in-house staff costs*

The benefits to the Club of a CAT would also enhance the Club's potential contribution to the Corporate priorities covered above for a number of other reasons.

Firstly, the Club is proposing a 99-year lease at a rent rebated to zero. This would provide the Club with a sound basis for seeking external loans and grants, and savings from a zero rent arrangement would be a fundamental requirement in financing the Club's future in order to better deliver against BANES' objectives. The Club considers that it is in a better position to financially plan its own future than BANES, who by definition are somewhat remote from the detail of what is required.

Secondly, as alluded to above, a longer-term coaching commitment from Team Bath would become more possible, and this would ensure that a quality coaching programme could be planned further ahead to enhance learning and improvement of Club members and others.

Thirdly, the Club would use the impetus of a new contractual arrangement, coupled with the already achieved conversion to CIO status, for a new approach to marketing the Club, and to social media and the website.

Finally, the Club is constantly seeking opportunities for greater involvement of the local community, local schools etc, and this commitment to the community will be an important component of the Club's objectives under a CAT arrangement.

### 6. Strengths, Weaknesses, Opportunities and Threats (SWOT) (Club – *italics*; BANES – ***bold italics***)

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>Established Club with strong community ties</i></li> <li>• <i>Team Bath as Coaching "partner" led by Avon "Coach of the Year"</i></li> <li>• <i>Increased membership in recent years within landscape of nationally declining participation</i></li> <li>• <i>Excellent courts and floodlights, enabling all-year play</i></li> <li>• <i>Sound financials – much improved in recent years</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Lease restricts development, fundraising and long-term planning</i></li> <li>• <i>IT and Social media needs further development and consistent use</i></li> <li>• <i>Over-reliance on a few key people</i></li> <li>• <i>Available marketing skills limited</i></li> <li>• <i>Membership levels sub-optimal</i></li> <li>• <i>Cannot obtain Contents Insurance due to poor condition of Clubhouse</i></li> </ul>

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

<ul style="list-style-type: none"> <li>• <i>Restructured and re-energised Committee structure including younger members</i></li> <li>• <i>Charitable status (CIO) achieved</i></li> <li>• <i>Good relationship with LTA, Avon LTA, SCA, Parish Council, local residents</i></li> <li>• <i>Seven adult competitive teams</i></li> <li>• <i>Community engagement in tennis through involvement with schools and other groups</i></li> <li>• <i>Community support through joint fund raising events with SCA and participation in the Saltford Festival</i></li> <li>• <i>Successful record of organising events and open days</i></li> <li>• <i>Proven track record of meeting loan repayment provisions</i></li> <li>• <b>Quarterly rent income</b></li> <li>• <b>Lease provides close control of Club</b></li> <li>• <b>Standard lease – consistent with other Clubs etc</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Large financial burden to maintain and resurface courts requires sinking fund</i></b></li> <li>• <b><i>Not all lease provisions clear</i></b></li> <li>• <b><i>Obligations on maintenance – eg of hedges, grass cutting</i></b></li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <i>New Lease/CAT</i></li> <li>• <i>Rapidly increasing population within the catchment area</i></li> <li>• <i>Increased interest in physical and mental well-being</i></li> <li>• <i>Younger playing profile and younger Committee members</i></li> <li>• <i>Planning approval granted for new Clubhouse</i></li> <li>• <i>Limited number of high standard tennis clubs/courts in catchment area</i></li> <li>• <i>Greater links with other Clubs to share ideas and information</i></li> <li>• <b><i>Community benefits may be better delivered if Club given control and responsibility</i></b></li> <li>• <b><i>Long -term major financial burden and risk can be eliminated</i></b></li> <li>• <b><i>Specific measures and targets can be agreed to make visible the Club's delivery of BANES' objectives</i></b></li> <li>• <b><i>Responsibility for hedge maintenance clarified</i></b></li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <i>National decline in sports participation</i></li> <li>• <i>Retention of members</i></li> <li>• <i>Limited number of volunteers for some Committee roles</i></li> <li>• <i>Difficulty raising funds with current lease</i></li> <li>• <i>Dependence on BANES for court maintenance and resurfacing; risk of rent increases</i></li> <li>• <b><i>Risk of unplanned maintenance costs</i></b></li> <li>• <b><i>Risk of earlier than planned requirement for court resurfacing</i></b></li> <li>• <b><i>Risk of cost escalation of court resurfacing</i></b></li> </ul>

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

### **7. The Need and Benefits**

The Club is long-standing, with a sound reputation in the village and beyond. It has also seen recent growth. However there are significant constraints to the Club's management and development which would benefit from a CAT arrangement, whilst also contributing strongly to BANES' priority objectives.

- a) BANES invested ~£56,000 in the courts in 2017 as part of their liability under the provisions of the current lease. It is now a logical time to relieve BANES of this liability in the future and pass it to the Club, on terms which enable the Club to manage all of its requirements in a sustainable way. This would provide BANES with very significant financial savings, in line with one of its priority objectives.
- b) As the current lease only covers the current "footprint", the Club cannot erect a Clubhouse of an appropriate size and quality, equivalent to other similar Clubs. The CAT would provide leased land sufficient for this to happen, subject to the usual requirements for approval. The attraction of a new Clubhouse, providing members with a space in which to socialise, should lead to an increase in membership and in participation from the community, and thus contribute to BANES' objectives of participation and a healthy community.
- c) The current lease has only about 13 years to run. This constrains potential providers of loans and grants to the Club because of the risk it presents to them. A 99-year lease would overcome that issue, make the Club more financially solid, and thus able to set longer term objectives in line with those of BANES.
- d) At the heart of the Club's growth potential and ambition is to have first class facilities. The attraction of the new Court surface in 2017 – which led to a significant increase in membership – demonstrated that people will show greater interest if the facilities are high quality. This further underlines how improving facilities can help meet BANES' community objectives.
- e) The Club wishes to maintain its broad membership appeal – to all ages, local residents and those farther afield, irrespective of ability. It remains committed to also enable and increase public use through court hirings. The utilisation levels of the Courts can be improved and the CAT will enable the facilities to be improved to attract members and the general public.
- f) The Club endeavours to have and maintain good relationships with local residents, the Community Association and the Sports Club. A CAT would support this aspiration through its long term nature and the ability of the Club to define its future Plans more independently.

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

### 8. Impact of the Activities

Activity	Outputs	Outcomes	Impact
<b>Social Impacts</b>			
Providing healthy activity for adult Club members and public	Numbers and range of adults playing tennis	Contributes to participants health and welfare	Meets the Club's objectives and assists the community
Providing coaching and learning	Numbers of players coached	Improved skills, abilities and understanding game	Players of all ages learn and improve
Providing healthy activity for children and young people	Numbers of young people playing and being coached	Increased activity and learning for young people	Meets the Club's objectives and assists the community, schools and families
Providing opportunity to special needs groups in the community	Numbers involved in specific events – e.g. disadvantaged children, parents and toddlers	Activities provided for specific groups in the community	Meets the Club's objectives to provide opportunities for special needs groups
Support to the wider community	Involvement with SCA activities – e.g. running joint quizzes, involvement in Saltford Festival	Events regularly organised and help provided	The Club contributes to the wider social activities of the community
Provide opportunity and learning for volunteers	Number of volunteers with Club responsibilities	Volunteers benefit from their involvement and training	Provides for social needs and learning for those looking for volunteer roles
<b>Economic Impacts</b>			
Develop a long term development plan and financial plan	Plan in place, monitored and managed	Sound financial planning and management	Ensures that financial commitments are understood, planned for and risks managed
Benefit BANES by removing a significant liability	Club takes over responsibility for court maintenance and resurfacing	CAT in place	BANES do not have to budget for and fund a significant cost
Provide opportunities for maintenance and project managers and marketing support	Roles expanded, redefined and people in post	Resources available for the Club's development	Club development effectively planned and managed
<b>Environmental Impacts</b>			
Providing facilities for those in the village (4000 pop.) which avoid car journeys etc to Bath and other towns/villages	Number of Club members who walk or cycle to the Club to play tennis	Fewer vehicles on local roads	Contributes to reduced pollution and carbon emission levels

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

Note that where possible, details of how the Club would monitor and evaluate these Impacts are set out below (under “Monitoring and Evaluation”).

### **9. Resources**

The majority of resources required to run the Club under a CAT arrangement would be similar to the current and historic requirement. The Club has recently revised its organisation to one which is largely fit-for-purpose for both the current requirements and potential future operation under a CAT. This is as follows:

Main Committee: Chair, Honorary Secretary, Honorary Treasurer, Mens Captain, Ladies Captain, Chair of On-Court Sub-Committee, Chair of Off-Court Sub-Committee, the Trustees, Advice and Support (as required)

On-Court Sub-Committee: Chair, Mens Captain, Ladies Captain, Play and Tournaments, Membership, Player Representative (on rotation), Club Coach

Off-Court Sub-Committee: Honorary Treasurer, Honorary Secretary, Business and Development, Events and Fundraising, Communications and Marketing, Social Secretary, Health and Safety, Maintenance

Non-Committee Roles: Safeguarding and Welfare Officer, and two Complaints Officers (one man, one lady)

The main changes/additions to this under a CAT arrangement would be

- a) A greater and stronger focus on maintenance, particularly of the Court surface. This is currently BANES responsibility. Contact has been made with other Clubs with appropriate experience to help the Club develop a new approach to maintenance, and the Club would look to ensure that it meets the appropriate LTA guidelines, including the use of SAPCA (the industry body) registered contractors for maintenance. The role of the Maintenance Committee member would inevitably increase, and this role has recently been transferred to one of the Trustees.
- b) An enhanced role for Communications and Marketing, including web site management and social media, to reflect the Club’s longer-term vision.
- c) Project Management skills will be required for the construction of the new Clubhouse, and later for Court Resurfacing. The funding of these requirements will form part of financial planning. The Club does not have the skills “in house” but has members who work in construction and related industries who we would look to assist in specifying our requirements and in establishing and managing contracts.

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

### **10. Managing the Building/Land**

**Health and Safety:** One of the Club's trustees has taken responsibility for all Health and Safety matters. A health and safety audit, including a review of first aid provision has recently been carried out, from which improvement actions have been identified. A programme of regular health and safety audits will be carried out in the future.

**Insurances:** The Club obtains Employers and Public Liability Insurance through its affiliation to the LTA. Buildings Insurance is established and renewed each year by the Club. This covers the Clubhouse, the floodlights and the court surface. At present Contents insurance is not obtainable due to the poor condition of the current Clubhouse.

**Maintenance:** One of the Trustees oversees and organises regular maintenance of the courts, the Clubhouse, the fence and the hedges. Volunteers support planned maintenance days, and funds are planned and provided for external expenditure, such as power washing the courts, repairing fence damage and some aspects of cutting of the hedges.

*(Copy of Employers and Public Liability insurances separately provided)*

### **11. Equality, Accessibility and Diversity**

The Club is open to all – irrespective of age, sex, sexual orientation, disability, race, ethnicity, religion marital status or ability. The club has a Diversity and Inclusion Policy in place in line with the LTA requirements.

The Club supports children with special needs - for example, a child who had been excluded from school was provided with several free tennis sessions in 2018. The Club hosts an annual tennis evening for the “Chernobyl Childrens Lifeline” charity, for which two senior Club members who are former secondary school PE teachers organise and deliver the evening for the children. Other events which raise funds for charity are being considered.

Grant funded coaching programmes have been organised for working mothers and toddlers, which is delivered on behalf of the Club by Team Bath. Team Bath has also provided grant funded coaching to local primary and secondary school children through breakfast clubs, after school and as part of lessons. All these sessions were provided free to the participants and on an “open to all” basis.

All activities involving children are led by DBS-cleared members of the Club or Team Bath.

The Club has a Safeguarding and Welfare Officer and two Complaints Officers, independent of the Committees, whose role includes overseeing any problems arising at the Club e.g. bad behaviour of local youths in the area of the Club, which requires direct contact with those involved, parents, carers and others.

The design of the proposed new Clubhouse will include disabled access.

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

### 12. Project Delivery

The Club's planned financial requirements under a CAT make the assumption that a 99-year lease is granted commencing in Spring/Summer 2020 and that rent will cease in 2020.

The CAT is also required to enable fundraising for the proposed new Clubhouse, which needs to be then planned and completed before the playing season of Spring/Summer 2020.

Continued rent payments would adversely affect the Club's financial forecasting of CAT operation. Also, if the Clubhouse cannot be completed in 2020, it would have to be deferred until 2021, by which time the planning approval obtained by the Club would have lapsed.

The Club intends during the first year of operation of a CAT to produce more detailed maintenance plans, longer-term financial forecasts, and operational milestones. Full details of key projects such as the new Clubhouse and future court resurfacing will be developed.

### 13. Monitoring and Evaluation Frameworks

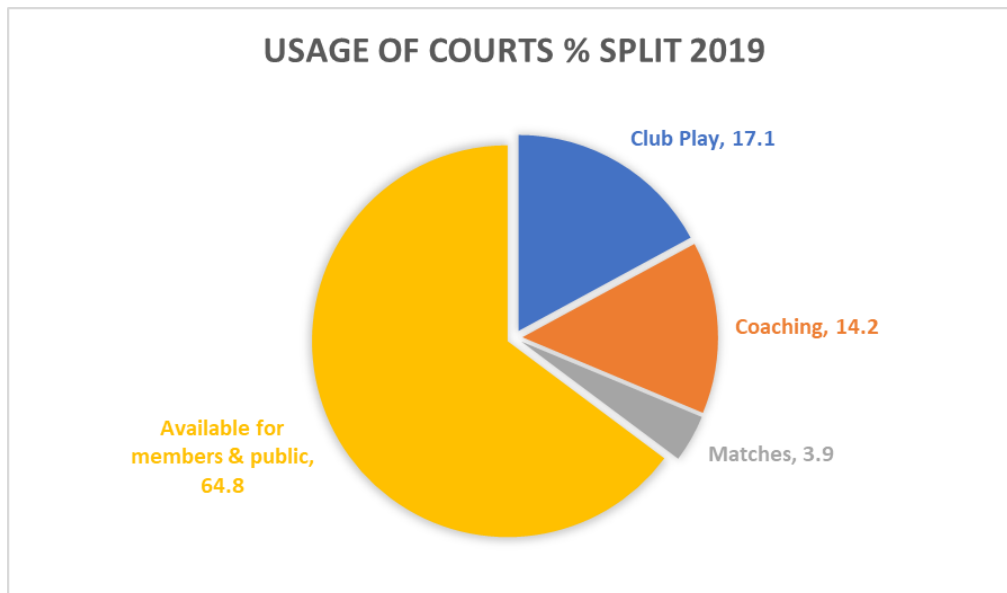
The following table shows the measurements/targets against which we will monitor performance

Measure	Current Position	Targets
Membership numbers	See table and pie charts above	Membership total to move towards 180 (LTA recommended players/courts ratio) over the 5-year plan
Number of Young Adult Members	4 in current year	Increase number of young adult members each year
Number of New Members	16 in 2019	>20 in 2020
New Member Conversion Level	41% in 2019	40% each year of 5 year plan
Courts Utilisation Level	See pie chart below	Look to establish a viable and effective method of measurement
Public use of the courts	56 hours 18-19 58 hours 19-20 to date	Increased usage each year
Financial achievements v plan	5-year plan drafted	Meet 5 year plan targets
Fundraising	£1012 in 2019	£1500 per year of 5 year plan
Coaching numbers	71	78 min for next year
Number of people involved in community events	24 volunteers assisted across 5 community events in 2019.	Meet similar levels in future years
Number of volunteers	14 current Committee members plus occasional maintenance helpers. Estimated man-hours contributed = 840 (valued at £6896 based on national minimum wage)	Maintain similar levels in future years

*(Copy of 5-year plan separately provided)*

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application



### 14. Risk Analysis

Risk	Impact	Management/Mitigation
Membership Income Reduces significantly	Medium	<ul style="list-style-type: none"> <li>Evaluation of membership data.</li> <li>Targeted marketing.</li> <li>Maintain affordable membership costs</li> <li>Fee levels annual review</li> </ul>
Unexpected major repair expenditure arises	Medium - High	<ul style="list-style-type: none"> <li>Preventative maintenance</li> <li>Liaise with other Clubs</li> <li>Financial contingencies through using a sinking fund</li> </ul>
Cost of court resurfacing increases significantly	Medium - High	<ul style="list-style-type: none"> <li>Awareness of market and contact with suppliers</li> <li>Close monitoring of financial performance on monthly basis; corrective financial action</li> <li>Financial contingencies through using a sinking fund</li> </ul>
Migration of players to other competitor clubs	Low – Medium	<ul style="list-style-type: none"> <li>Ensure the Clubs objectives are delivered</li> <li>Awareness of what other Clubs offer</li> <li>Information from the “Player Representative”</li> </ul>
Cost of new Clubhouse significantly greater than planned	Medium - High	<ul style="list-style-type: none"> <li>Competitive tender</li> <li>Correct contract model</li> <li>Financial contingencies in Clubhouse budget</li> <li>Close financial and project management</li> </ul>



# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

Uninsured loss occurs	Medium - High	<ul style="list-style-type: none"> <li>• Ensure insurances cover as many risks as possible</li> <li>• New Clubhouse will enable contents insurance</li> </ul>
Dispute with partners/neighbours affects reputation	Low – Medium	<ul style="list-style-type: none"> <li>• Maintain awareness of how neighbours view the Club</li> <li>• Handle complaints openly and fairly</li> <li>• Regular discussion with SCA, Sports Club, Parish Council etc.</li> </ul>
Club fails to meet CAT provisions	Medium – High	<ul style="list-style-type: none"> <li>• Ensure clarity of requirements and clear responsibilities</li> <li>• Continuous measurement and evaluation</li> <li>• Monitor CAT performance throughout the year against the SLA and prepare annual report.</li> <li>• Maintain close relationships with BANES</li> </ul>
Major increase in running costs e.g. insurance/electricity	Low	<ul style="list-style-type: none"> <li>• Market awareness</li> <li>• Financial contingencies</li> <li>• Review membership pricing structure on an annual basis</li> </ul>
Provisions for loan repayments not met	Low	<ul style="list-style-type: none"> <li>• Sound financial planning</li> <li>• Monthly accounts prepared by Honorary Treasurer and reviewed by Off Court Committee.</li> <li>• Ensure repayments are planned and funded</li> </ul>
Loss of Team Bath coaching contract	Medium	<ul style="list-style-type: none"> <li>• Ensure clarity of both parties requirements and objectives</li> <li>• Regular review</li> <li>• Potential longer term contract</li> </ul>

### 15. Project Costs

The main financial challenge of a CAT will be to plan and finance future court maintenance, repainting, and resurfacing from Club funds. To start to address this a 5-year Income and Expenditure Plan has been prepared. (*appended*)

The costs are expected to be, in approximate figures and at 2019 prices, as follows:

Court Repainting – every five years (due 2022) - £10,000

Court Resurfacing – every ten years (due 2027) - £45,000

The Club's approach to funding these requirements is as follows:

**Sinking Fund** – this will be established at the start of the CAT with a contribution of £4800 per annum as per the LTA recommendation.

# Saltford Lawn Tennis Club

## Community Asset Transfer Stage 3 Application

In a “normal” 10-year period this fund would contain £48,000 at the end of the 10 years, whereas £55,000 would be needed for one repainting and one resurfacing. This shortfall could be met by either extending the resurfacing requirement to 12 years as a result of the benefit of repainting, or by top-up from other Club funds, loans or grants.

However, in the initial 10-year cycle following the CAT there will be a considerable shortfall, due to the CAT commencing three years into the 10-year cycle. By 2027 the sinking fund will total £33,600, some £21,400 short of what is required. Extending the resurfacing requirement to 12 years (as above) will still leave a shortfall of £11,800. There are a number of potential and actual mitigations of this shortfall.

**Additional Club Contribution** – the Club have the potential to further allocate:

- (1) some of the annual surplus income over expenditure as per the 5 year plan. The maximum sums available projected in the 5-year plan are £7,656 ie. £1531 (average) per year.
- (2) some of the cash holding at the date of the CAT – approx. £20,000. Whilst these funds are expected to be used for part-funding the replacement Clubhouse, fence and hedge repairs, paying off loans for the replacement Clubhouse in addition to those funded in the 5 year plan, and contingency for all other eventualities, it is anticipated that sufficient funds from this source could be available for the project management of the repainting and resurfacing with some potential for further sums to be also allocated to the sinking fund. It is too early however to quantify that possibility.

**BANES Contribution** – BANES have agreed a one-off contribution of £5000 through CiL funding in recognition of the three years between the 2017 resurfacing and the establishment of the CAT during which the court surface has been their responsibility. There is also the possibility for the Club to make future applications to B&NES for funding support should the shortfall not be bridged, but such contributions are not guaranteed.

**Legal and Surveying Costs** - £1850 has been added to budgets following early discussion about legal costs of a replacement lease of a similar type to the current one. BANES have confirmed however that each party will bear its own costs for this, thus enabling the budgeted sum to be used towards the shortfall. The 5-year Plan has been adjusted for this.

**Direct Fundraising** – whilst the Club have budgeted for fundraising from events at current levels, there could be opportunity to increase this through holding more fundraising events in future.

**Loans** – Both LTA and Avon LTA provide loans for tennis club projects. Other providers may do likewise. Again this could provide a contingency for any shortfall the Club may have in available funding for court repainting and resurfacing, although at this point the Club aims to have sufficient funds to avoid this.

**Grants** – an application will be made to the Parish Council once the Club’s long term future is established. The amount available will be subject to discussion.

**Deferral** – as stated above it is possible that resurfacing could be deferred by two years by repainting, enabling more funds to be raised. However this cannot be assumed at this stage as it depends on the future condition of the courts.

# **Saltford Lawn Tennis Club**

## **Community Asset Transfer Stage 3 Application**

### **16. Clubhouse**

The budget estimate for the Clubhouse is £30,000 including all supplies and fittings. There is potential for a £10,000 LTA loan for this, and the repayments for this are budgeted in the 5-year Plan. Other loans/grants are possible (as above), but otherwise the Club will have to finance this from its banked funds or further fundraising. Some £4400 of the Club's banked funds have come from fundraising, and more may will be required in future years.

Any banked funds remaining after the Clubhouse build will be used for gate replacement (costs not yet obtained), future fence replacement (which seems increasingly likely), major work on the floodlights, major work on the hedge (as it will be transferred to the Club under the CAT), and other similar costs.