

# Queens Park Tennis Club Proposal For Brighton & Hove City Council

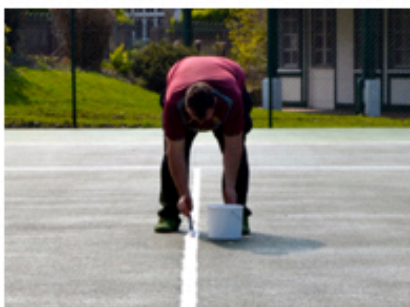
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## Introduction

This is a community led proposal for the establishment of Queens Park Tennis Club (QPTC) as an independent project. The aim is to create opportunities for social engagement and volunteering by local residents and members. The Club will be a self-funding community sports club. QPTC would have the status of an Amateur Sports Association, encouraging participation in tennis among its members and the local community. The process would involve QPTC assuming all the Council's current financial responsibilities, including the maintenance of the courts and the Clubhouse. This document presents a change to the legal status of the Club; a strategy for increasing participation in tennis across the community; and a business plan with financial forecast that will enable the Club to be self sufficient.





## Key Actions

From April 2017, the Club would take full control of its own finances and facilities.

The immediate aims of the Club would be to:

Upgrade the Clubhouse to become a multi-use venue for the local community, offering a space for activities such as yoga classes, after-school clubs, private functions etc. Plans include a separate open space, membership refreshment lounge and office. Both the Clubhouse and courts will have wheelchair access.

We will submit detailed plans and costing of these works, if this proposal is agreed, which will include full wheelchair access to the courts and clubhouse. Funding for this development has already been identified and will be shown in our updated spreadsheet.

Introduce an open admission policy based on a desire to play tennis rather than achieving any specific standard.

Introduce Adults' weekly beginners Club sessions for lower ability players.

Expand the Club's Junior tennis programme for all age groups and abilities, introduce holiday tennis camps, create an internal tournament structure and establish a clear pathway for young tennis players to develop in the game

Reach out to local primary schools (St Luke's, Elm Grove and Queens Park) to offer children's coaching classes.

Launch a local marketing campaign using leafleting, mailing lists, social media and local press, plus tennis activities including exhibition matches and open days, to drive membership and better inform the community about the activities of the Club.

A Club manager (full-time or part-time) will be responsible for general administration, maintaining the courts and the Clubhouse, collecting court fees and controlling the online booking system.

Explore the possibility of QPTC taking responsibility for the tennis courts in East Brighton Park.

## **Tennis Programme**

A full coaching programme for Adults and Juniors of all abilities will be undertaken. A clear pathway will be implemented to encourage personal development and enjoyment of the game. Players, from Junior to Adult, may only want to play socially and some may wish to move on to play for the Club and enter tournaments in their age group from Mini Tennis to Veterans. They will be encouraged and coached within the Club. All programmes will follow the LTA guidelines and formats.

It will be possible to accommodate Wheelchair and Hard of Hearing Players.

Coaches will hold LTA Registration and Licences including Police DBS Check.

For members of the public wishing to hire the courts, we offer a simple tariff system bookable online as well as walk-ins at the Clubhouse. It is proposed to use the LTA Court Booking and Payment system (ClubSpark) adapted for Queens Park.

## **Current Coaching**

Adults Rusty rackets – Saturday mornings all year round - for new or returning players to tennis. This session is a general drop-in, but also as an introduction to membership of the Club.

Free coaching for members – Monday evenings at start of tennis season. Open to all members during June and early July. Bookable.

Junior coaching – Saturday mornings all year round – 3 sessions for different age/ability groups. Three one hour sessions for age group from 5 years – 16 years.

Private lessons with our club coach for all standards of players both Adults and Junior.

## Enhanced Coaching Programme - Juniors

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After school Clubs for local primary schools, e.g. St. Luke's, Elm Grove and Queens Park: we will offer pop-up tennis trials to schools to engender interest in the sport, we will provide a letter of introduction to interested schools to distribute to all parents and carers.

All age groups and abilities coaching programmes will ensure a continuous cohort of members progressing into adult membership and league/competition matches.

Additional coaching sessions will be created 'after school'.

Parents/carers will be encouraged to help out in certain sessions. Tuition will be given on how to encourage and coach their children.

## Enhanced Coaching Programme - Adults

Introduce a raft of Adult sessions throughout from entry level, beginners, improvers and advanced. Additionally we will offer parent and children sessions.

Cardio tennis (designated weekly slots when courts are exclusively available for cardio tennis) – promote through local GP surgeries (social prescribing).

Deaf and Hard of Hearing participation to be included with help and support from Hamilton Lodge School.

We have shown a weekly chart based on high season. The schedule would change during school holidays and during the winter months.

Example of proposed weekly tennis schedule.

Individual court allocation not included but **public court hire available at all times.**

Coaching is available throughout.

Proposed timetable based on a six court structure

| Time      | Monday                            | Tuesday                             | Wednesday                           | Thursday                   | Friday                                 | Saturday  | Sunday         |
|-----------|-----------------------------------|-------------------------------------|-------------------------------------|----------------------------|--|---|----------------|
| Morning   |                                   | Over 50's                           | Adults Drop In                      | Over 50's                  |  | Junior<br>5 -9 years<br>10 -13 years<br>14 – 16 years | Cardio Tennis  |
| Lunchtime | Parents and Children's Group      |                                     | Specialist Coaching Groups          | Specialist Coaching Groups | Adults Beginners                       | Adults Rusty Racquets                                 |                |
| Afternoon | After School Junior<br>5 -9 years | After School Junior<br>10 -13 years | After School Junior<br>14 -16 years |                            |  |   | Club Afternoon |
| Evening   | Club Evening Adults Beginners     | Parks Matches                       | Parks Matches                       | Parks Matches              | Club Evening with Junior Participation |   |                |

## Queens Park Tennis Club Today

Queens Park Tennis Club is an active local tennis club, founded in 1939, with a broad mix of members from the area around Queens Park, Brighton. It currently has approximately 140 members, of whom 30 are student or family members.

The Club has operated successfully in partnership with Queens Park and Brighton Borough/Brighton and Hove City Council, providing open access, affordable tennis for residents in the locality of all ages. Throughout this time, the Club has rented the tennis courts from the Local Authority and managed the security, letting/use, and collection of the fees for both the courts and the Clubhouse in partnership with the Council. The tennis club has operated on a non-profit making basis, catering for all ages and abilities and worked collaboratively with other local community groups such as the Friends of Queens Park.

Membership fees are set at an affordable level (currently £65 per year for adults with discounts for families/students).

QPTC is affiliated to the Brighton & Hove Parks Lawn Tennis Association [BHPLTA], with five men's teams and ladies teams competing across all divisions. Club nights are held three times a week during the summer. The Club organises tennis ladders for all standards and hosts various one day tournaments throughout the year, as well as the Club's own championship with Finals Day every September. There is a free access Open Day for non-members held every spring. The Club offers dedicated coaching on Saturday mornings for children in three groups 5 - 9 years, 10 -13 years and 14 - 16yrs as well as a Adult 'Rusty Rackets'.

QPTC has a website and a mailing list, plus Facebook and Twitter accounts. The Club looks after the Pavilion and uses it as its central place of activity. The Pavilion is used by the Friends Of Queens Park, for events like the annual AGM and the end of summer social. It also hosts the annual Carols In The Park every December.



## Legal Structure

The Club currently operates with a committee of officers and team captains elected annually by members at the AGM, on a one-member-one-vote basis.

The Club is not currently registered as a company but recognises that this is necessary in order to enter into a long term lease agreement with the City Council and to take on full financial and legal responsibility for the tennis courts and for the management of the Clubhouse.

We have looked at a number of potential legal forms for the club and have concluded that QPTC should aim to become **Company Limited by Guarantee** and in addition a **Community Amateur Sports Club**, affiliated with the LTA.

If our expression of interest is accepted by the Council and we are awarded preferred bidder status we will take formal legal and financial advice and set up our legal structures ahead of signing agreements with the Council. The final form of legal structure will depend on the advice we receive but will be driven by the Club's core principles which are set out below.

## QPTC Key Principles

The Club will promote and provide facilities for the sport of tennis and community participation in the same. The aims and objectives of the club will be:

- To increase participation in tennis, including to children and young people who are currently financially excluded from playing
- To offer coaching and competitive opportunities in tennis.
- To promote the Club and its facilities within the local community .
- To manage and maintain the Club courts and Clubhouse.
- To ensure a duty of care to all members of the Club.
- To offer a suitable venue for recreational tennis
- To ensure that all present and future members receive fair and equal treatment

## Financial Position

The Club has operated successfully for many years. The last 5 years finances have shown a turnover of approx. £10,000 per year with a consistency and increase of membership levels. The club currently has a financial reserve.

Growth in income to cover the financial cost of running the Club will be found on our spreadsheet.

The current membership fee for an adult is £65; this will be increased to £85 a year. Stage increments are being considered dependent on other revenue streams although we expect an increase in membership, coaching and community usage of the Clubhouse. We believe that, initially, under £8 per month represents excellent value to our members but, as they have awareness of the proposed changes in the responsibilities of the Club, a slightly higher figure in year two is felt to be a realistic and acceptable fee if compared to that of other clubs within the City.

Our complete tariffs and revenue streams are documented and include:

- One month Adult trial membership
- Concessionary rate Membership
- Junior Membership
- Social and Casual Membership
- Public Court Hire
- Coaching
- Sales and Hire
- Refreshments
- Club Hire

We have prepared a detailed financial analysis of the costs and revenue streams in support of our application.



## Queens Park Tennis Club strategy for increasing participation in tennis

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We will contribute to improving the health and wellbeing of our local community through promoting and offering physical activity and social engagement.

Our proposal supports Brighton & Hove's Joint Health & Wellbeing Strategy 2015. Our five key strategic priority themes:

- Reducing inequalities across Brighton & Hove
- Safe healthy, happy children, young people and families
- Give every person the chance of living and aging well
- Develop healthy and sustainable communities and neighbourhoods

Our proposal supports the 5 ways to wellbeing, an initiative to support people's mental health and wellbeing:

- Be active (e.g. play tennis)
- Take notice (e.g. bringing people into Queens Park and provide opportunity to notice the natural beauty of the Park)
- Keep learning (e.g. learn a new sport)
- Give (e.g. take on a volunteer role within the club or join the Friends of Queens Park)
- Connect (e.g. make new friends through Queens Park Tennis Club)

Increasing participation in tennis we took advice from the LTA who advised we adopt the Sport England tool.

According to Sport England Market Segmentation tool the prevalent profiles of people interested in participating in tennis, within a 2km catchment area of Queens Park, are 'Jamie' and 'Leanne', followed by 'Tim' and 'Helena'.

Jamie's profile: sports team lad, aged 18-25 years, single and a vocational student; most likely to participate in football; active and takes part in sport regularly; his motivation for playing sport is enjoyment, then keeping fit and socialising; Jamie spends a lot of time and communicates online. His preferred marketing tone and message is: young, funky, off the wall, cutting edge, experimental, transitory, relaxed, urban, edgy and informal.

Leanne's profile: aged 18-25 years, likely to have children, student/part time job; most likely to participate in keeping fit & swimming; not very active; her main motivation is enjoyment, then keeping fit, then socialising, then losing weight; not interested in training or competition; communicates online & text. Her preferred marketing tone and message is: sociable, entertaining, value, free trial, kids, time saver, young, practical, chatty and uncomplicated.

Tim profile: aged 26-45 years, married or single, may have children, professional; loves sport but limited spare time, cycles, swims & goes to gym; would like to do more sport; his main motivation is enjoyment, then keeping fit, then socialising; main barrier is work commitments; most responsive to internet & email. His preferred marketing tone and message is: eye catching, practical, informative, connected, home, quality, post-modernist, authentic, dynamic and entertaining.

Helena's profile: aged 26-45 years, single, professional; fairly active and takes part in sport regularly; likes keep fit, gym and cycling and would like to do more sport; her main motivation is keeping fit, then enjoyment; main barrier is work commitments; heavy internet user and preferred communication channel is mobile phone. Her preferred marketing tone and message is: intelligent, sophisticated, stylish, image-conscious, sociable, self improvement, success, exclusive, personalised and aspirational.

Our marketing for the relaunch will reflect this input

### **Bursary scheme for children living in poverty**

With 1 in 6 children in Brighton & Hove living in poverty (Brighton & Hove Joint Health & Wellbeing Strategy 2015), each year we will provide a bursary scheme for up to 20 disadvantaged children to join our junior tennis coaching programme and after schools clubs. We will work with local primary schools to identify children who qualify for pupil premium and eligible for free school meals, and have an interest in tennis but a lack of opportunity through economic disadvantage. The bursary scheme will include free coaching, free use of tennis rackets and balls, and sports kits and trainers (where required).

QPTC have been approached to offer tennis to children and young people with Special Educational Needs, and we will liaise with the Federation of Schools (Patcham House, Cedar Centre and Downs Park).

## **YMCA DownsLink Group**

As a leading and innovative local charity providing services to children, young people and their families, we will pursue opportunities to develop joint funding applications for the YMCA to deliver tennis programmes for children and young people from deprived backgrounds or with complex issues, from the courts at Queens Park. This could include a tennis programme for families. Counselors, sports coaches and youth workers from YMCA DLG.

### **Advertising**

Launch a campaign to attract new members (online and offline)

Reach the Sports England market segmentation profiles through targeted Facebook advertising

Create posters for: GP surgeries; school and college notice boards; university student union rooms and canteens, including BSUH; and large employer's staff rooms/canteens, e.g. American Express, NHS and BHCC, particularly local employers that have a sports & social scheme for their staff

Continue to advertise in the Hanover and Queens Park community magazines

Improved signage around all 6 Queens Park courts to promote membership and coaching options

We will promote tennis to users of Queens Park through outreach around the park talking to people about tennis, particularly targeting events held in Queens Park, e.g. Bark in the Park. Picnic in the Park etc



QUEEN'S PARK LAW  
TENNIS CLUB.



MEMBERS

| MEMBER           | ADDRESS                           |
|------------------|-----------------------------------|
| 1. ADAMS M.      | 6 Queen Park Tennis Courts        |
| 2. BURGESS G.M.  | 45 Park Crescent, Brighton        |
| 3. BARTLEY FR.   | 27 Selwyn Road, Brighton          |
| 4. BIRD D.       | 29 Queen Park Rise Brighton       |
| 5. BISHOP W.R.   | "Ipswich" 34 Avenue Road Brighton |
| 6. COLLIER E.K.  | 32 Manon Road, Hove               |
| 7. BOND B.       | 50 Denmark Villas, Hove           |
| 8. BOND Z.       | 50 Denmark Villas, Hove           |
| 9. BRADLEY R.E.  | 17, Belle Vue Gardens Brighton    |
| 10. BRADLEY E.   | Willowcroft, Guildford Brighton   |
| 11. BROWN E.C.F. | 74, Longham Road, Portlodge       |
| 12. BRYCE D.     | 9, Wickham Road Brighton          |
| 13. BROWN D.P.   | 22, Killeas Street Brighton       |
| 14. CARRICK I.   | 124, Elm Grove, Brighton          |



### **Statements of support:**

"I fully support the proposal to establish Queen's Park Tennis Club (QPTC) as a way of sustaining tennis provision in the area and placing decision-making in the hands of the local people that it seeks to serve. QPTC's plans outlined in the proposal will enable more local people to participate in activities to improve their physical and mental wellbeing, as well as coming together to improve social inclusion and community cohesion".

Councillor Karen Barford, Queen's Park Ward, Lead Member for Adult Social Care, Brighton and Hove City Council

"The Friends Of Queens Park support this community takeover of the Tennis club. We understand and approve of the drive to increase participation and diversity within the club, and we look forward to sharing the improved facilities in the years to come. The Friends Of Queens Park will harness our own community network to help the tennis club reach out and build membership and support."

Johnny Webb, Chair, Friends Of Queens Park

"We would be happy to continue our support of the Club and will help out with the supply of equipment"

Intersport of Lewes

### **Conclusion:**

The Club sees this new status as an opportunity to make significant changes to its outlook, becoming a more active and inclusive organisation by reaching out to the local community and significantly upgrading its existing children's coaching programme. The Club membership believes we are sufficiently well funded and organised to assume the running of our own operation, taking this financial responsibility off the local council. We are happy to discuss and negotiate all details of the process and to ensure QPTC continues to function as an open and inclusive part of the Brighton & Hove tennis community.

We hope the Council will give full consideration to this community led proposal



## **Consultation Acknowledgements and References**

Brighton and Hove City Council

Sussex Lawn Tennis Association

Sport England Segmentation Tool

LTA DDA Compliance Office

YMCA

Hamilton Lodge School for Deaf and Hard of Hearing

LTA Community Funding Office

ClubSpark IT Solutions

Sutton and Winson Club Insurance Services

Court Solutions Limited

CCI Accountants

Wilson Sandford Accountants

TeamWaste

Intersport of Lewes

