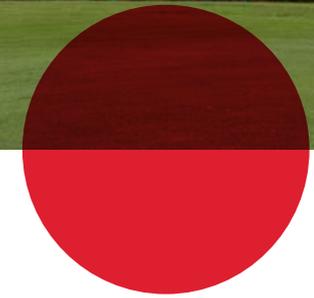
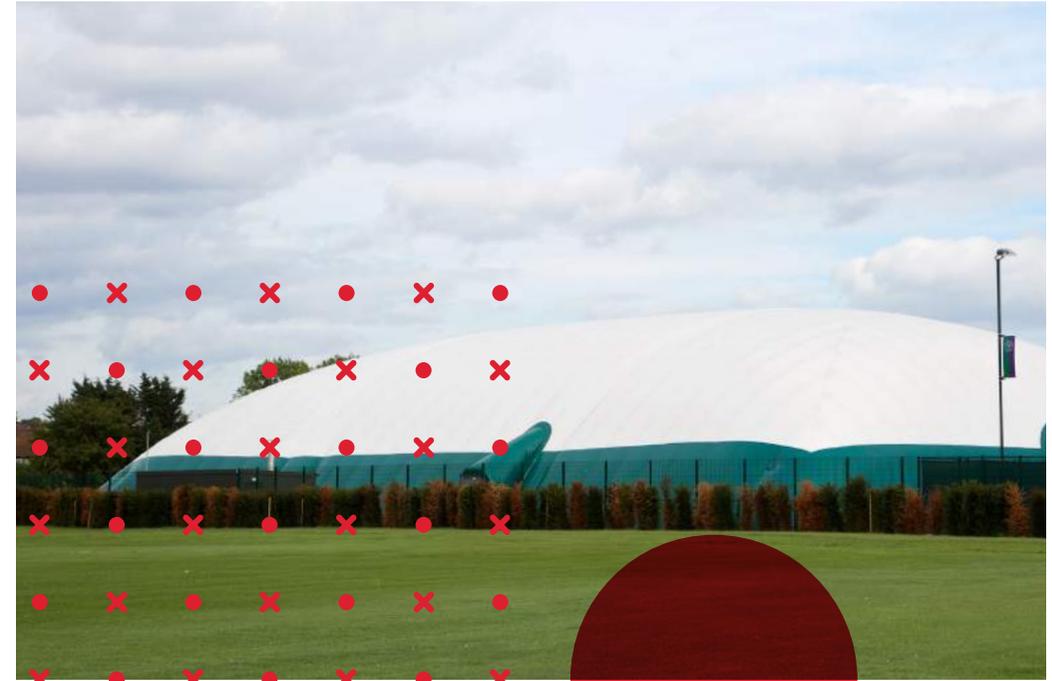


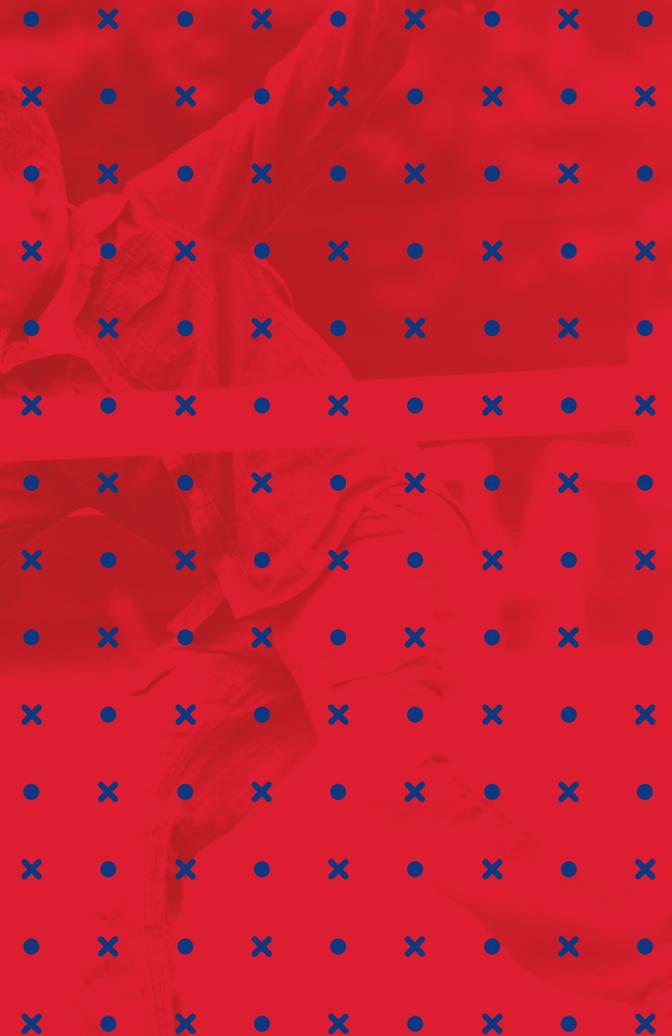
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Funding Guidelines

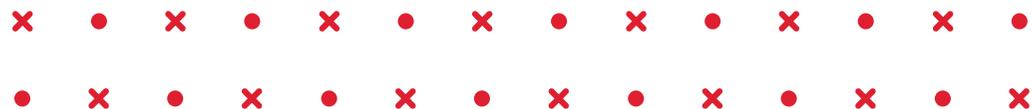




The Transforming British Tennis Together initiative will generate £250m to be invested into the British game over the course of the next decade, inspiring communities across the country to get active and hit the court. By partnering with local organisations that support tennis, we want to make sure that everybody has the facilities to enjoy the sport, all year round – whether they’re a casual player or a future Wimbledon champion.



Foreword



Whilst our British tennis stars achieve international success, more than ever we want to inspire the next generation of players at home. Our mission is to make sure the public have access to quality facilities, no matter their level of play, no matter where they live. To make this aim a reality, we recognise the need to partner with communities and invest locally. Because unless new and existing players have the facilities to get out there and play, their interest in the game simply won't convert to active participation.

Many of our public courts are uncovered and unlit, subjected to bad weather and often in poor condition. At the same time, many regard playing tennis as inaccessible and unaffordable. We also risk falling behind better equipped nations on the continent (for example, 7% of courts in the UK are indoors

compared to 25% in France) and missing the opportunity to bring new players into the sport.

That's where 'Transforming British Tennis Together' comes in.

This is the largest and most exciting capital investment programme the LTA has ever undertaken. More importantly this is the chance for local partners like you to join with us and bring improved tennis facilities to communities across the whole country. Whether you're a club, a local authority, an educational institution, or some other body, we want to help you to come together with other local partners to create the right mix of facilities to get more people playing tennis in your area.

What do we mean by that? Put simply, we will help fund any project that makes it easier for new and existing players to

actively participate in tennis. With a large focus on creating more covered and floodlit courts, we're working towards two major aims:

- Double the number of children playing tennis
- Double the number of times infrequent adults play tennis

If you have a vision as to how to make this happen in your area, we want to help you realise it. This guide is designed to tell you everything you need to know to secure funding for your project.



David Gregson
LTA Chairman



Martin Corrie
LTA President

Over the next ten years we aim to invest £125m in British tennis infrastructure. With this sum matched by other bodies, we hope to bring £250m into the game.

We're looking for partners who have a vision to create a thriving tennis scene in their community.

We want to double the number of covered and floodlit courts.

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The Mission

Of course, ours isn't the only initiative aimed at igniting greater public engagement with tennis. So what makes this project different?

We're thinking bigger: Whilst maximising club members' participation in the sport is great, we're taking a wider focus. We want to partner with people who have great ideas about how they can use their venues and networks to spread tennis to a wider community of enthusiasts.

We're thinking collaboratively: Our vision involves multiple stakeholders working together to build meaningful, lasting projects. So if your idea involves at least two or more local organisations working together, we'd love to hear from you.

We're thinking bolder: Whilst we know what a great proposal looks like, we're open to new possibilities. If you have novel, innovative ideas that will excite and engage your local community, we want to support them.

Why should you bid?

As someone heavily involved in your community, you're perfectly placed to see the opportunities to transform tennis provision for local people. We believe it's these ideas – formulated by people rooted in their local communities – that will make a real difference to the sport. By working in partnership with you, we will make your communities the driving force behind our long term participation goals for the sport.

This is your chance to secure capital funding, as well as guidance and advice, from a partner who will truly back you. We will help you to make sure you have the right people, programmes and promotional activities in place to make the most of your new facilities. It's a once-in-a-generation wave of investment and a once-in-a-lifetime opportunity. We hope you get involved and take advantage of this moment.



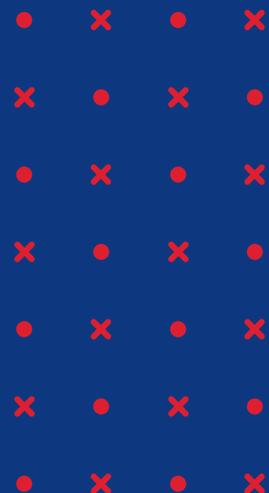
“

We want to partner
with people who have
great ideas about how
they can use their
venues and networks
to spread tennis to a
wider community of
enthusiasts.

”

CASE STUDY

Creating a shared vision to provide tennis for all in Portsmouth



A group of local tennis enthusiasts in Portsmouth came together to agree a more collaborative way of growing the sport. With investment from the LTA and local partners totalling over £3m six venues received funding to develop their facilities. The city now has an option for everyone from the casual player to the fanatic.

Membership in the tennis centres and clubs grew 5 fold and there are now over 1000 people playing in the parks where there was no participation data before. With a big focus on coaching the group have seen a 3 fold increase in the number of players on programmes throughout the city.

1000

Plus people playing in parks



Portsmouth Tennis Centre, Portsmouth



The Targets



Our overall aim is to get more people playing tennis at a grassroots level and in order to realise this, communities need three critical things: accessible facilities where local people can play, rain or shine, great people to operate these facilities and an easy way for players to find and book courts.

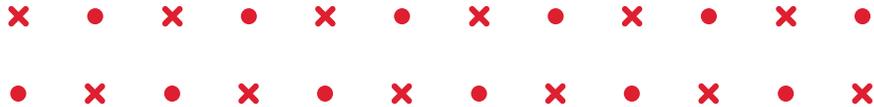
It follows that two of the most impactful investments we can make will be covered and floodlit courts and online booking and court entry systems, making it simple for existing and new players to get on court.

That's why, all bids must include:

- Plans to increase the number of covered or floodlit courts within your network of venues.
- Plans to implement online booking and a simple court access system in your network of venues (which we can provide you with, if necessary).

- Double the number of children playing tennis.
- Double the number of times infrequent adults play tennis.

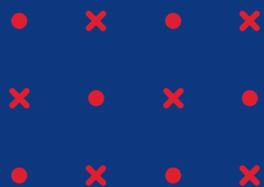
By making this significant investment in the British Tennis infrastructure and by supporting great people to grow the sport in their local community, we hope together we can:



CASE STUDY

Creating a new community on a run-down site in Norfolk

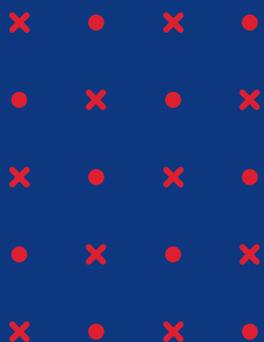
Hingham Tennis Club, Norfolk



A group of volunteers with no prior experience of tennis had a vision to transform a dilapidated space into a 'vibrant, friendly club for all, regardless of age, background and ability'. They raised £90,000 and truly engaged with their local community. It was this community first approach that helped them to successfully build 2 new floodlit courts and a purpose built tennis hut.

230

New members in the first year



Although the venue does not benefit from being located in an area where it would naturally fit into a broader Community Tennis Network the key ingredient to their success was how well they engaged with local partners. Within one year they recruited 230 members and 70 children having weekly lessons.



The Resources

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We have £125 million set aside to fund successful bids. We expect these funds to be matched by local partners and other bodies, bringing the total level of investment to £250 million. This is to be allocated over the next ten years, so there's plenty of time for you to formulate your plan.

Each year there will be two rounds where we'll take submissions and supply funding.



HOW THE MONEY WILL BE DIVIDED

We will operate two funds, with our preference being to invest in projects that bring together multiple partners to deliver the right mix of facilities for their local community.

The first fund is named after the programme - the Transforming British Tennis Together Fund. We are allocating £100m and will provide significant support to applicants throughout the lifecycle of their project. With this fund we want to see multiple organisations coming together to create hundreds of thriving 'Community Tennis Networks'.

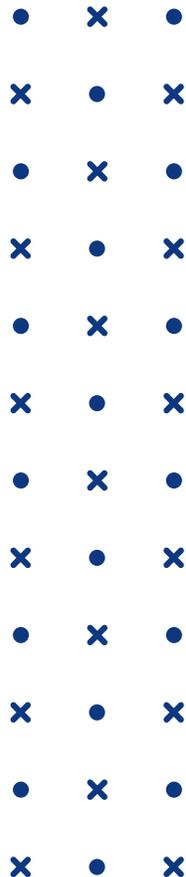
The second fund - the Growing the Game Fund - is designed to support smaller venues who, primarily for geographical

reasons, cannot be part of a broader Community Tennis Network. We are allocating £25m and we will provide a more streamlined service to applicants.

The following sections of this guide focus primarily on the Transforming British Tennis Together Fund, providing details of how much funding is available, what proportion of each project the LTA will pay for, how we can support you, what funding mechanisms are being offered, how to apply, how bids will be evaluated and so on.

For further information on the Growing the Game Fund and the key differences please visit page 24.

The Resources cont.



HOW MUCH CAN YOU BID FOR AND WHAT WILL WE FUND?

There will be no upper limit on the amount you can bid for, but we'll want to make sure the benefits of the initiative are felt throughout the country – and that means spreading the money far and wide.

For each Transforming British Tennis Together Fund bid, we'll provide up to 50% of the necessary funding, around half of which will come in the form of a grant and the remaining half as an interest free loan. For example, if your total funding requirements for all the venues involved is £500k we will fund up to £250k with £125k as a grant and £125k as an interest free loan.

The level of funding and the form it takes will vary from project to project and will reflect the promise we see for real transformation in your community. We will also work closely with you to ensure the long term sustainability of all venues involved in your bid.

We have an open mind as to what we will fund as you know your local community needs better than we do, however we'd expect the following elements to feature in many successful bids:

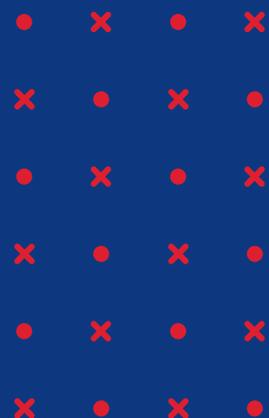
- Floodlights
- Covered courts (primarily framed fabric, bubbles or other low cost structures)
- Social facilities (including cafes and clubhouses)

- Multi-sports surfaces suitable for tennis
- Accessible facilities that cater for disabled players
- Tennis facilities at multi-sport venues, whether indoor or outdoor
- Creative ideas on how existing facilities can be altered to support Community Tennis Networks

Please note that we will only be supporting the construction of new traditional, brick-built indoor courts in exceptional circumstances as we want this funding to stretch to as many projects as possible.

CASE STUDY

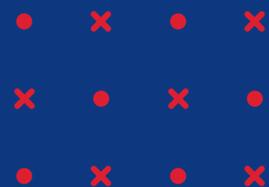
Transforming the way tennis is managed in Sheffield



Led by the LTA and local authority a group of partners were engaged to trial a new way of running tennis across Sheffield's parks. Sheffield Council was keen to test a new approach to regenerate parks tennis and an online court booking system and coaching programme was launched at 5 parks, following a court refurbishment at 2 sites.

54%

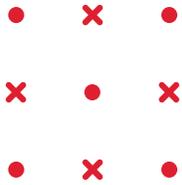
Growth in court bookings



In addition, 2 more indoor courts were built at the tennis centre and new floodlights have been installed at 3 clubs, where membership has grown by 17% alongside a 54% growth in court bookings in the parks. 3 further parks were refurbished and a total of £1.4 million has been invested in Sheffield since 2015. The City Council now have a 10 year agreement with an operator to manage parks tennis across 9 sites and generate a court sinking fund.

High Hazels Park,
Sheffield





Funding Criteria

Before we cover how to apply, it's worth us setting out a few guidelines. But remember, you know your community (and how to serve it) much better than we do and we respect that. Furthermore, we know that every community is different, so we're not following a one-size-fits all approach. So if your idea doesn't match our guidelines - don't be put off. We're here to support innovative ideas, not shut them down, so feel free to give us a call.

That said, we generally expect Transforming British Tennis Together Fund bids to comprise of:

- At least two venues seeking capital investment. There is no need to create a formal link between your venues unless you think it will add value and to keep things simple we will invest our funds directly with each venue involved.
- A commitment to ensure courts are easy to book online and enter on arrival. We want you to be successful and both ease of entry and the ability to monitor court usage is critical (we can provide you with a system that makes all the above possible).
- A plan to increase the number of covered or floodlit courts in at least one of the venues involved.
- A sound plan for the venues' long term sustainability.
- Consideration to how you will make your venue accessible to disabled players.
- A commitment to provide ongoing reporting on your progress so we can work together to ensure success.



We have £125 million set aside to fund successful bids.



CASE STUDY

Making the decision to engage the community to grow participation in Rutherglen

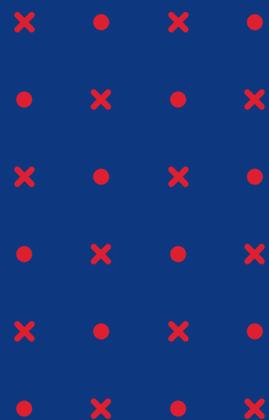
A volunteer committee realised they needed to open up to the local community to grow. This new approach enabled the club to secure funding to resurface four floodlit courts which contributed to membership almost tripling between 2012 and 2016.

Having reached capacity on the four courts at the club the volunteer management team found three park courts that were in poor condition. Working closely with partners from the community they raised funds to redevelop the courts, creating a seven court venue over two sites that will provide great opportunities to play for the local community.



+3

Additional courts over 2 sites



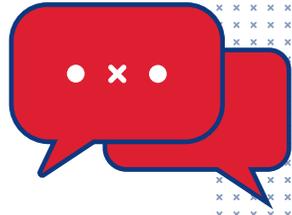
Rutherglen Lawn Tennis Club, Scotland



How to get involved



The first thing to say here is that we'll be with you every step of the way. We will allocate a dedicated member of our team to every applicant bidding for our support through the Transforming British Tennis Together Fund.



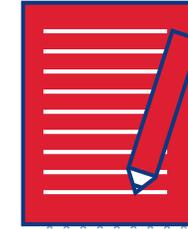
GETTING STARTED

Talk to potential partners in your area to develop an initial basis for a plan



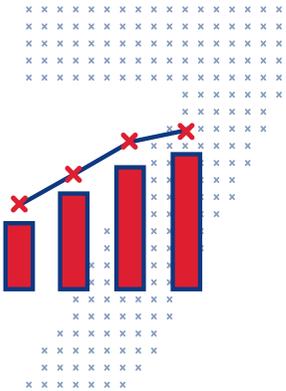
COMING TOGETHER

Develop a shared vision and select roles for each partner - be ambitious



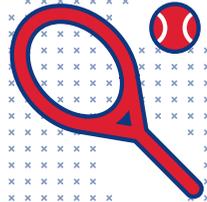
FORMING A PLAN

Formulate your plans with your partners



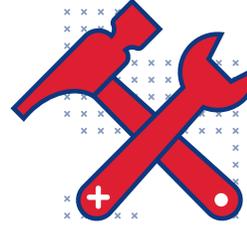
MEASURING SUCCESS

Using LTA's ClubSpark software to measure and optimise court usage



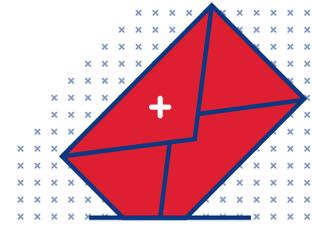
MAKING IT WORK

Put your plan into action and enjoy the rewards of more people playing tennis



PUTTING THE PLAN INTO ACTION

Select contractors to carry out the building work



SUBMITTING A BID

Submit the full plan, outlining your shared vision and business cases for each venue

1. Getting started

- Talk to potential partners in your area about your ideas for creating a Community Tennis Network and bidding for funding from this programme.
- Once you've got the basis of an idea, contact your regional LTA team. They can offer practical guidance and steer you towards other parties who might be able to bring something to your project.
- Decide who will take the lead in communicating with us through your bid and visit www.lta.org.uk/TBTT to formally register your interest.
- Once you're on our radar we will provide you with the required application pack to get you going with your bid.



2. Coming together

- Think carefully about the role each partner will play, what they want to achieve and how, by working together, you can make the biggest possible impact on your community.
- Take your time and think big. There'll be time to scale back later (if you need to) so be ambitious.
- Once all your partners have agreed a shared vision, start laying down the foundations of your plan.

Need help?

If you're enthusiastic about creating a proposal but are struggling to form a clear idea of how you can turn that energy into ideas, contact your regional LTA team. They'll be happy to talk to you about the direction your bid might take.

Need help?

We're here to help you succeed. If you're unsure of how to set out your proposal, let us know. We can meet with you to provide guidance, supply a template you can use and take you through examples of good practice. We'll give you an insight into how your bid looks from our perspective to help ensure you hit key criteria. And if you don't know how well elements of your plan might work in practice, we can help you to undertake a feasibility study to find out.

3. Forming a plan

- Start formulating a plan for your Community Tennis Network. You need to demonstrate how the investments made in your project will translate into sustainable success.
- Start working up plans for the building work required at each venue and review with your LTA contact before approaching your local planning authority for pre-planning advice.
- Each individual venue should now also start looking at the application form they will need to complete as well as updating or creating a business plan that supports the funding you're applying for.
- Work with our experts to agree initial designs and budget costs.



Need help?

We can help you build a great plan for your Community Tennis Network to make sure you're truly benefitting from this local community partnership approach. We'll also support each venue to complete the application form and to develop a tight business case that sets you all up for success. In addition we'll provide expert advice on the sorts of facilities you might want to include (the most suitable types of court surfaces or lighting, for example). When it comes to getting plans drawn, applying for permission and obtaining quotes, we can help with all of that too.

4. Submitting a bid

- Now you're ready to submit your Community Tennis Network for an initial review by our panel of experts who will provide feedback if they think any improvements are required.
- The plan must include individual applications and business cases for each venue that would receive capital investment.
- It's not essential to have planning permission when submitting your bid at this stage; however we would expect to see some feedback from your local planning authority gained through a pre-planning application meeting.
- Once our panel of experts are happy your bid is in good shape, we'll ask you to finalise detailed construction plans, secure planning permission and confirm tendered costs.
- Finally we will seek funding approval for your project and agree the terms of our investment with you.



Need help?

Your dedicated LTA team member will help you submit your bid. They'll be working closely with you to help you get your proposal approved and will flag any points of concern so you can deal with them before submitting. We will work with you throughout this stage to ensure you get the right support in areas such as; design, planning and procurement.

5. Putting the plan into action

- Once we've approved your funding application you're ready to appoint your contractors and start building your new facilities.
- At this stage each venue will be managing the building work so you'll need to have someone allocated to this task that is confident in managing contractors and construction projects. Ideally this person will have some prior experience and relevant skills.



6. Making it work

- Now your facilities are in place, it's time to make sure people are engaging with them and that your Community Tennis Network starts taking shape.
- Think about how you will launch the new facilities within your Community Tennis Network to maximise awareness locally.
- You should also now be working closely as a network to implement the plans you put in place as part of the bidding process – remember to meet up regularly to keep things on track.



Need help?

We'll allocate a project manager to support you to oversee the building work, helping you to make sure it runs smoothly and supporting you to deal with any issues you may have with your contractors.

Need help?

We'll be on hand to help you to make a success of your Community Tennis Network. Partnership working requires long term commitment from everyone involved and when you get it right the results will amaze you.

7. Measuring success

- You will put the right processes in place to measure success during the development stages of your project so now it's time to benefit from this valuable information. You'll be able to make decisions on what types of activities to run based on accurate court utilisation and player statistics.



Need help?

We'll look at your ongoing results to help you keep things heading in the right direction. We can also help you to regularly benchmark yourself against other Community Tennis Networks and share good practice to ensure we all continue to learn and improve. We want to make sure you have the right support to make your plans a long term success.



How will we evaluate bids?

As we've said before in these guidelines, we aren't here to tell you what you should be doing in your community. We just want to help you make your ideas successful. There are any number of shapes that success could take, so don't be afraid to think outside the box. When it comes to making decisions on which projects to fund we will focus on the following three areas.

PARTICIPATION

- Is there local demand for tennis? How can you prove this?
- Does the demand justify the investment in new facilities, or could existing venues be used in different ways?
- Do you have a good plan to attract and retain new players?
- How transformational is the plan for your Community Tennis Network?

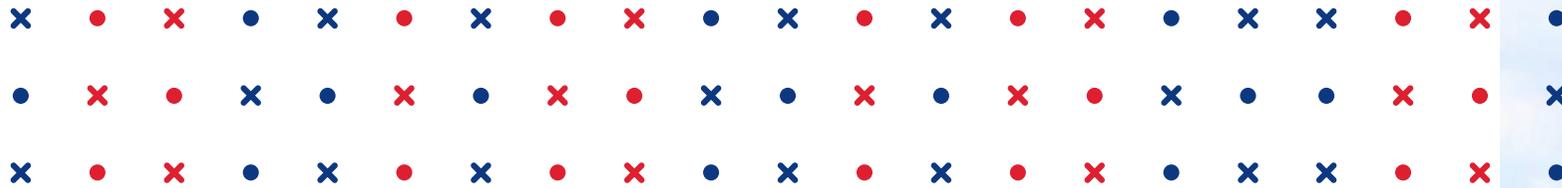
- How will the partners in your Community Tennis Network come together to raise the profile of tennis?
- How will you make all the facilities involved accessible to everyone?
- How will you continue to impact your local community over the coming years?

IMPLEMENTATION

- Can you demonstrate a strong track record of delivering successful projects?
- What relevant experience do your partners have?
- Where do you need our help?
- Do your plans take into account the needs of disabled players with regards to accessibility?

- How likely are you to get any planning advice you may need? Can you demonstrate pre-planning approval?
- Have technical experts been engaged to support the design and construction of your new facilities?
- How strong are your plans to maximise the impact of your new or refurbished facilities once they're in place?
- How will you engage with your community to get them excited about your project?





FINANCING

- Is your business plan realistic? Have you considered the risk involved?
- Can you show that your project will be sustainable in the long term e.g. sinking funds to allow for on-going maintenance of courts and other facilities?
- What is your contingency plan if things don't go as you predicted?
- Have you secured match funding?

THE APPROVAL PROCESS

Our team will be on hand to help you formulate your bid, every step of the way. Once it's ready there's a two-stage approval process:

Initial review: Our panel of experts will meet four times a year to review bids and offer their guidance on how they can be improved before moving forward.

Investment approval: The Investment Approval Board will meet four times a year to give final approval and process the investments for successful bids.



Tracking success

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Transforming British Tennis Together is focused on building a lasting legacy for grassroots tennis. So getting investment for your project is really just the start. From there, we need to work together to make sure it gets off the ground quickly and remains successful for years to come - and that means taking regular steps to make sure we're on the right track.

Together, we'll establish some key goals (this might be how many court bookings a venue receives, or the number of new players signing up for coaching, for example) so we can measure the ongoing impact you're having in your community.

As we've mentioned before, all projects need to have a plan for how they will report on their progress. We've already

developed a tried and tested system that can offer real-time reporting on indicators such as court usage - and we can supply it to all venues involved in your Community Tennis Network.

This same system can also help the public to make bookings and enter courts with ease. So if you don't have such a system already, don't worry - we'll provide it.

“

Together we'll establish some key goals to measure your impact

”



The Alternative



GROWING THE GAME FUND

If you're struggling to see how you can create a Community Tennis Network in your area and therefore don't feel the Transforming British Tennis Together Fund is right for you, the first thing you should do is contact your regional LTA team. They may be able to point you towards potential partners and spark some ideas on how to best use your venue.

If you've had a conversation with a member of the team and agreed the Transforming British Tennis Together fund isn't right for your venue, please read on and find out how the Growing the Game fund might be a better fit.

The Growing the Game fund is designed to support single venues that want to increase

participation by growing their membership and/or casual player base. As with the Transforming British Tennis Together fund, we're looking to reward venues that can demonstrate a sustainable business plan that helps more people to play tennis.

WHAT'S DIFFERENT?

The Growing the Game fund is for single venues who want to help more people from their local community to play tennis.

- It is primarily focused on refurbishing courts and installing floodlights, however we will fund refurbishment of clubhouses/social spaces for the right projects.
- We won't fund covered courts as part of a Growing the Game project.

- We will fund up to 50% of each project (just like the Transforming British Tennis Together fund), however this will be primarily issued in the form of an interest free loan e.g. a project costing £100k can receive £50k interest free loan funding.
- We want 'Growing the Game' projects to contribute to the goals of the overarching initiative. We are therefore incentivising bidders who install floodlights as part of their project - where this is the case we will offer up to 25% of our funding as a grant e.g. a project costing £100k can receive up to £50k, with £37.5k in the form of an interest free loan and £12.5k as a grant.
- Like any organisation we have a limited amount of resource and expect the majority of our team's time to be focused on supporting Transforming British Tennis Together fund projects. We will primarily provide telephone and email support to Growing the Game projects and will ensure we have great resources and guidance in place to help you make a success of your project.
- We will still expect venues to meet the criteria of; financial sustainability, online booking & easy entry to courts and regular reporting to help you make a success of your new investment.



The Alternative cont.

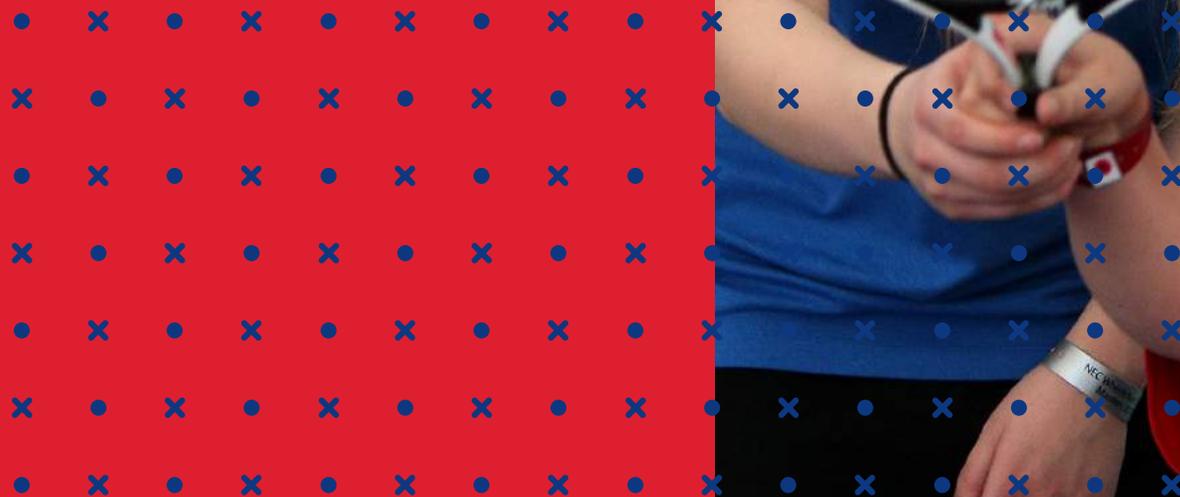
HOW TO APPLY?

- Most of the application steps are the same and although you won't create a Community Tennis Work plan we do want to help you reach out into your community to grow participation.

- Applications for Growing the Game can be submitted at any time and will be reviewed by our panel of experts to ensure you've got everything covered.

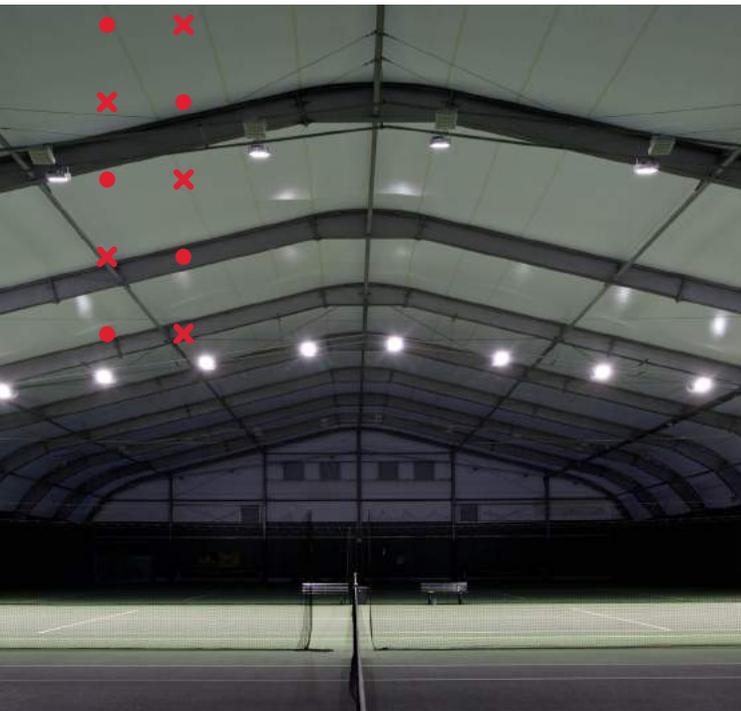
- The first thing to do is complete the Expression of Interest form found here: www.lta.org.uk/TBTT.
- Once you're on our radar we will provide you with the required application form and a template business case, if you don't already have your own.

Appendix



Example bid checklist for Transforming British Tennis Together fund applicants

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- Before you submit, take a look at the list of questions below and make sure that you can give a 'yes' for all of them. If there's anything you're unsure of, give us a call:



- Have you read all the relevant guidance materials?
- Have you ensured your plans are inclusive and accessible?
- Have you spoken with your local LTA regional team?
- Have you completed the expression of interest form on our website (www.lta.org.uk/TBTT)?
- Have you organised a meeting with the partners involved in your Community Tennis Network and agreed how you'll work together?
- Have you agreed the role each partner will play in your project?
- Have you identified what new or enhanced facilities you'll need?
- Have you thought about the outside help – such as technical consultants you may need to make your plan happen?
- Have you taken steps to get pre-planning permission for any building work?
- Have the venues in your Community Tennis Network had a pre-planning conversation with their local planning office to sound out any hurdles you may need to overcome?
- Have you completed the Transforming British Tennis Together application form and prepared the other supporting documents?
- Have you reviewed your application form with your local LTA regional team?



Funding mechanisms explained

Our funding will consist of a mix of grants and interest-free loans. We understand that timings may vary in project delivery, so we're comfortable taking a phased approach to funding.

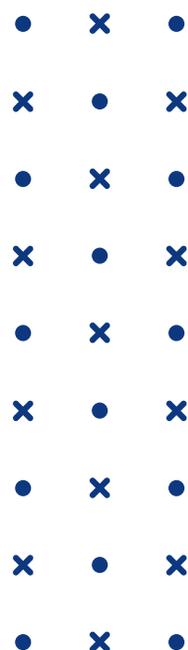
Grants: Each supported project will receive a non-repayable sum.

Interest-free loans: In the interest of recycling funds and supporting future projects, part of the funding projects receive will take the form of an interest-free loan.

As a reminder we will provide up to 50% of the of the necessary funding for your project.

- For Transforming British Tennis Together projects this will usually be provided in the form of 50% grant and 50% interest free loan.
- For Growing the Game projects our funding will primarily be interest free loans. When floodlights are included in the project we will provide 25% of our funding as a grant.

Frequently asked questions - part 1



Q: What is a Community Tennis Network?

A: Two or more partners who are working together to develop and deliver a shared plan to grow tennis participation in their local community.

Q: Does a Community Tennis Network have to be a formally recognised organisation?

A: No. It is the way the partnership works in practice that's important.

Q: Where can I get help to ensure my bid delivers inclusive and accessible venues?

A: In delivering Transforming British Tennis Together, the LTA is working in partnership with

the Tennis Foundation – Great Britain's leading tennis charity. The Tennis Foundation works to make tennis a sport that is inclusive and accessible to all people and communities, and can provide advice and guidance to you to help ensure your plans do this.

Q: Who can submit a bid?

A: Any partnership of organisations with a real commitment to improving tennis in their area.

Q: Who can't apply?

A: Individuals working alone, regardless of their expertise or experience. All partners involved in the project need to be organisations.

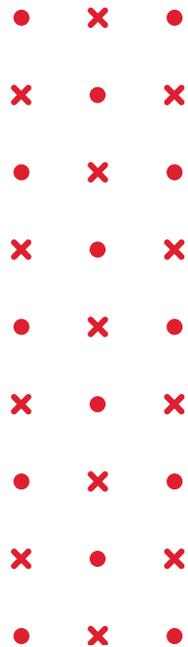
Q: Does any one partner need to lead the proposal?

A: It's up to you, but it can make it easier to choose a spokesperson. We can work together with you determine what will work best.

Q: What if I can't find partners to work with?

A: The first step is to speak to your LTA contact who may be able to help you connect with local partners. If you agree that creating a Community Tennis Network is not right for your venue then the Growing the Game Fund might be a better route.

Frequently asked questions - part 2



Q: Will you fund the building of new tennis centres?

A: To ensure this once-in-a-generation wave of funding goes as far as possible, we'll be looking to fund projects that make inventive use of existing facilities or innovative, low cost materials such as framed fabric and double skin bubbles. The construction of new bricks and mortar centres will only be funded in exceptional circumstances.

Q: Is funding only for creating playing spaces?

A: No. We want to help you create communities that don't just play tennis but eat, breathe and sleep it. Social facilities such as cafes and clubhouses are an important part of that and are eligible for funding.

Q: Will funding be spent on coaching?

A: No. The funding will only go towards capital investments such as covers, floodlights and other assets that will help you create your Community Tennis Network. However, you should include plans for how you will use activities such as coaching to increase local participation as part of your bid.

Q: How much of each Community Tennis Network project will your funding pay for?

A: In the interest of spreading investments across the country, we'll be providing up to 50% of the funding for each project - while local and national partners should co-fund the remainder.

Q: How many rounds of funding will there be?

A: There will be two rounds each year for the next ten years. This means you have plenty of time to put together a creative, detailed and credible proposal - so don't feel you need to rush things.

Q: Will the funding cover the cost of maintaining capital investments.

A: No. We're looking to help build a lasting legacy for tennis at local level. That means projects need to be self-sustaining and, as part of the bid process, we'll be looking at how you plan to keep your project going in the long term.

Court booking and entry systems explained



There's no point investing in courts if the public can't make easy use of them. But research shows only 35% of club players and 16% of park players are satisfied with the booking process at their chosen venue. On top of this, 40% of players say an easy way to enter courts connected to bookings would encourage them to play more.

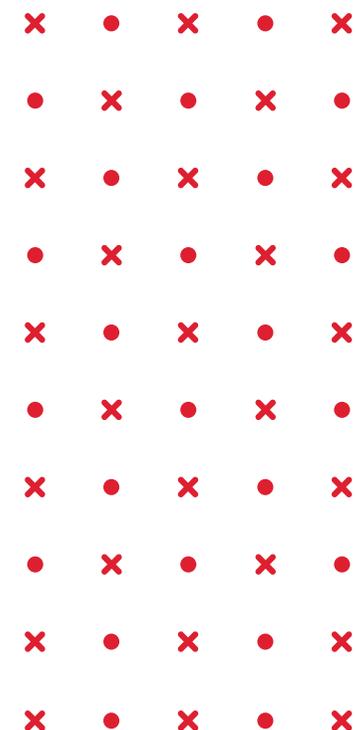
But booking and entry systems don't just make it easier for players to get a game - they also give venues an invaluable tool for monitoring the usage of their facilities. And this brings a host of benefits, including the ability to:

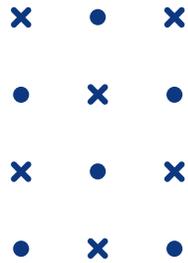
- Manage court schedules accurately and efficiently.
- Spot when courts are free and offer bookings to players.

- Provide a higher quality experience to existing users.
- Attract new casual players who want to 'pay and play'.
- Increase the data you have about players in your area.
- Generate more revenue.

For players, having a booking system in place means they can:

- Get on court at a time and venue that suits them.
- Avoid having to wait for a court to free up.
- Depending on how you set yourselves up, players can gain entry to multiple venues in your Community Tennis Network.





Court booking and entry systems explained cont.

OUR SYSTEM

Alongside our technology partners, we've developed a cloud-hosted venue management system called ClubSpark. Designed to deliver the benefits outlined above, it's available to all venues involved in this funding programme. It's been tried and tested all over the UK and administrators can enter it from anywhere to handle membership, bookings and manage their website etc.

ClubSpark also supports a tool called Tap4Tennis, which allows venues to control court booking and entry without needing any personnel on site. Using internet connected gates, it allows players to get on their booked court at the appointed time using a pin number or entry card, while staff, volunteers and coaches can use a special pin that works at all times.

Both ClubSpark and Tap4Tennis are available to any venues participating in a Community Tennis Network (and remember, all venues must have some sort of booking and entry system in place).

For more information on ClubSpark and Tap4Tennis entry system please contact your local LTA rep.

USING YOUR OWN SYSTEM

If your venues already have a system in place, that's not a problem. It just needs to provide you with figures such as:

- Court bookings.
- Pay and play bookings.
- The number of unique players.
- The number of 'pay and play' players.
- Players signed up to your programmes.
- Court utilisation.
- Revenue.

This will allow us to keep track of your progress and see where we might be able to help you achieve even better results.

Case study: Portsmouth Community Tennis Network



Creating a shared vision to provide tennis for all in Portsmouth

THE CHALLENGE

Portsmouth was identified as a city with real potential to grow tennis participation and was one of eight locations selected to be part of the Community Pilot Programme championed by the LTA and the Tennis Foundation in 2011-13. Each of the eight Community Tennis Pilots had a different focus and Portsmouth was all about developing the right facility mix and customer booking journey to drive participation growth. Prior to work starting there was a very limited offer for casual players in the parks and memberships in local clubs and tennis centres was struggling to show growth.

THE ACTION

Prior to being selected as a key city for the Community Pilots Programme a detailed piece of research was undertaken to understand the demand for tennis from the local population as well as any barriers that were stopping people playing. Based on this information the network of venues involved worked with the LTA, Tennis Foundation and Local Authority to create the right mix of facilities to suit the differing needs of the current and potential player base in the city. At the same time the group made sure they were considering all the requirements around people, programming, marketing etc to ensure the new facilities would be well managed. Over a period of 3 years investments were made in:

- Resurfacing courts at 2 parks and installing online booking.
- Building a new framed fabric tennis centre on the site of the local leisure centre with indoor & outdoor courts in the heart of the City with no existing provision.
- Refurbishment of the existing tennis centre in the south of the City owned by the Navy.
- Resurfacing of courts, installation of new floodlights and the creation of a community café in a local tennis club.

In total £3.1m was invested in the city with one third from the LTA and the remaining two thirds from the local authority, Royal Navy, private investors, Sport England and the clubs.

Case study:
Portsmouth Community
Tennis Network Cont.

THE TOP 3 LESSONS LEARNT

1. People are critical to the success of any project and having strong plans for how the different venues will be managed should be at the top of the to do list.
2. A collaborative approach from day one was critical to ensuring everyone bought in to the plan and complete transparency built trust across all partners.
3. There is partnership funding out there but it takes hard work to find it so we had to keep asking the question of different funders.

THE RESULTS

All of the new facilities created through this project are open to the community with a mix of membership and pay & play options available. Partnership working is never straightforward and there is always compromise required, but by taking a more collaborative approach to developing the sport the group has delivered a lasting legacy in the city. All of the partners in the City still meet regularly as part of a local tennis network to share ideas, plans and grow tennis in their respective communities.

Usage at the new Portsmouth Tennis Centre has exceeded expectation, with more than 700 players using the centre weekly. Membership at Southsea Tennis Club has almost doubled, from c.130 to c.250 and the café is providing a regular annual profit for the club. The newly resurfaced park courts delivered 7% growth in people playing on a regular basis and the online booking provides tennis for more than 1,000 local people.

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Case study: Hingham Tennis Club, Norfolk



*Creating a new community
on a run-down site in Norfolk*

THE CHALLENGE

Having agreed on the need to transform a dilapidated unused space into a tennis club for the community of Hingham in Norfolk, two non-tennis playing volunteers developed a plan, with help from their 'tennis playing' friend. None of the volunteers had been members of a tennis club before.

Together they set about designing the club from scratch without any preconceived ideas about where they would end up. What they did know is that they wanted to create a vibrant, friendly inclusive club, welcoming and encouraging play, regardless of age, background and ability.

THE ACTION

They started with an online survey to prove that their vision was wanted by the community – it was! This also created a database of 250 people who could be engaged and kept up to date with plans and progress. The volunteers had varied backgrounds and skills enabling them to divide the work up based on their individual areas of expertise.

They developed a detailed financial forecast and sports development plan to secure capital funding to deliver the project and ensure the investment is protected for the long term. The community were engaged in the project from the outset and the volunteers engaged key local organisations to help get the project off the ground – getting the community

leaders on board early was critical to their success. They also integrated with the local playing fields association, established mini tennis coaching in the local sports centre and kept local people up to speed via social media. Planning permission was approved and quotes were obtained for the 2 floodlit courts and social facility totalling £90k.

As a result of the detailed planning and vision, funding was secured in May 2015 from Sport England (£75k) and subsequently from a range of local partners - local charities and trusts (11k), crowd funding (£2k) and local commercial sponsors (£2k). Having identified early on that the club would need an online solution to manage the day to day operations, the volunteers set up an account on ClubSpark and now run the club through the

platform. Work started on site in March 2016 and the courts and clubhouse opened in May 2016 with 85 members who had been pre-registered.

THE RESULTS

The community are now benefiting from the two floodlight courts and great social space. There are 230 members and 70 children receiving coaching on a weekly basis. The club has a lovely community feel to it with everybody being welcomed and encouraged to give tennis a go!

Case study: Sheffield Community Tennis Network



Transforming the way tennis is managed in Sheffield

THE CHALLENGE

The development of tennis in Sheffield had historically focussed on the Community Indoor Tennis Centre (CITC) and the club network. In early 2015, Sheffield City Council started discussing with the LTA how to approach the long term decline of park tennis courts in Sheffield – many of which were falling into a bad state of repair. The council had very little data that evidenced participation levels on their park courts and were unsure where to focus their investment.

The challenge was to evidence the demand for tennis, understand how this translated into use of the park courts by local people and develop a plan to create sustainable approach to tennis in the city.

THE ACTION

Sheffield City Council allocated capital funding to upgrade courts at two key parks in the City to create an opportunity to test demand along with new ways to operate the courts. An online court booking and gate entry system was installed at the two park sites, providing players with a simple and fast way to get on court.

Over 8000 bookings were made during the summer of 2015, giving the Council the confidence that a City wide approach to park tennis in Sheffield should be adopted. With the evidence in place the Council engaged a wide range of stakeholders including MPs, Councillors and friends groups to gain their support for a long term sustainable approach to managing parks tennis. One of the biggest shifts was gaining agreement to move from free

access to pay and play, with the aim of building a sinking fund for future refurbishments. It took 18 months to deliver a thorough consultation process and prepare three further park sites for investment. As part of this process a contract to manage Sheffield's 7 parks and 2 school sites was put out to tender and in 2016, an operator was awarded a 10 year contract.

The contract includes operating an online court booking process, managing an adult & junior coaching programme and contributing to a central sinking fund (for future refurbishments), which is topped up by the Council. Following the successful investments made as part of the evidence building process, upgrades were made in three further parks, bringing the total investment over 3 years in parks tennis to £251k and 22 courts

refurbished across 5 sites. In addition online booking and gate entry systems were installed at a further 4 sites.

Alongside the park tennis programme, the LTA and Sport England worked with clubs to upgrade facilities, install floodlights, implement technology solutions including online court booking, offer summer membership deals and grow their tennis offer. There was also significant investment in the Community Indoor Tennis Centre in Sheffield, with the new leisure operator in partnership with the LTA improving the management of the facility, the programmes offered, marketing and ultimately growing participation.

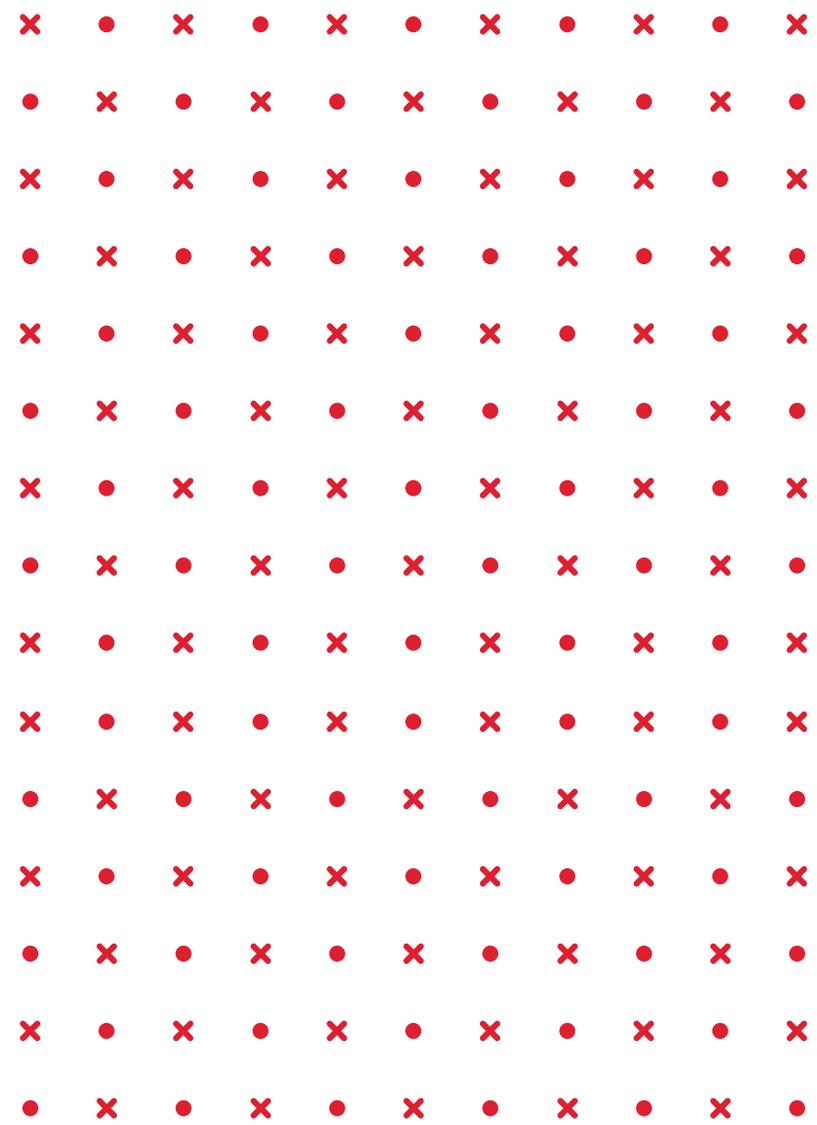
Case study:
Sheffield Community
Tennis Network Cont.

THE TOP 3 LESSONS LEARNT

1. It was important to invest the time in the consultation phase of the project, especially when approaching sensitive issues such as moving to a charged for model in the parks.
2. Testing the assumptions through a small scale pilot in two parks provided great confidence in the proposed operating model and research alone would not have been enough.
3. Engaging local stakeholders early was critical to the success of the project and having evidence to support proposals was essential to build advocacy.

THE RESULTS

Sheffield is a good example of a city wide approach to tennis with a strong offer for all ages, backgrounds and standards of player. Over 17,000 court bookings were taken in the parks in 2016 and membership in key clubs has grown by 17%. The upgraded Community Indoor Tennis Centre is providing a fantastic service to local people and Sheffield tennis has a strong platform to build on.



Case study: Rutherglen Lawn Tennis Club, Scotland



Making the decision to engage the community to grow participation in Rutherglen

THE CHALLENGE

In 2012 Rutherglen Tennis Clubs membership was sitting at 100 and the four courts required resurfacing. The committee were at a crossroads and it was clear action needed to be taken if the clubs was going to thrive.

THE ACTION

The highly ambitious committee backed by an enthusiastic and passionate membership agreed that they needed to better engage the local community. They achieved this by:-

- Delivering Great British Tennis Weekend's attracting 500 people and providing a platform to showcase the club in the local community.

- Appointing a new head coach who established a highly successful and varied programme for adults and juniors.
- Working in partnership with many organisations including; Fuse Youth Café, Burnside Bowling Club, South Lanarkshire Council, Playing Fields Legacy Fund, McDonalds Rutherglen, Sport Scotland etc.
- A wheelchair tennis programme in partnership with the Tennis Foundation.
- Social events open to the community - quiz nights, Davis Cup trips.

In 2016, the club was becoming a victim of its' own success and was bursting at the seams. The passion of the club committee had created a demand for tennis from the local community which couldn't be fulfilled.

The committee identified 3 derelict courts, situated 1 mile from the club at Burnside Bowling Club and set up a campaign to raise funds to bring the courts back into use, floodlight and integrate them within the successful tennis club.

The club won the hearts and minds of the local community and after much campaigning the club raised £235k to upgrade the courts, build a small social space (£70k from the LTA and Tennis Scotland) and negotiated a 25 year lease. The courts are due for completion in July 2017 turning Rutherglen into a 7 court venue that truly serves the local community. The expansion will allow the club to continue its phenomenal journey and further grow tennis participation. As well as bringing a derelict community facility back into use.

THE TOP 3 LESSONS LEARNT

Securing funding is challenging and it's important to get talented and committed people to work on this part of the project.

Changing from a quiet, sleepy, members-only club to one that is truly engaged with the local community is not easy but you have to do what's right for the club as a whole and work through challenges that will arise from minority groups.

Getting publicity for events, fund-raisers etc can be difficult for clubs and further support from national bodies would be beneficial to small organisations like ours.

THE RESULTS

The club is thriving, with 150 children actively involved in the coaching programme and a healthy membership of c.250.

Case study: Lewisham Council, London



Putting the life back into park courts in Lewisham

THE CHALLENGE

Lewisham Borough Council had 22 tennis courts across 9 sites. The vast majority were in poor or average condition. The courts were managed by a parks contractor. There was difficulty in managing bookings and the sustainability of the courts was a big challenge. There was also no understanding of actual participation figures so it was extremely difficult to prove a need for reinvestment. Lewisham Borough Council in consultation with the LTA saw the benefit of bringing the management of the courts in house and a project team was created to develop tennis across the borough, including working with the local club.

THE ACTION

A 'Steering Group' was established to drive the project forward. Partners included Lewisham Borough Council, the local tennis club, local coaching provider and the LTA. The plan focused on improving facilities and enhancing the management of the courts and how they are accessed by the local community. The team started by researching local demand to evidence the need for investment in the courts and ancillary facilities - critical to this was how the local community viewed the existing operational management of the courts.

The research suggested there was demand but that the existing courts were not desirable to play on and the process to use them was confusing. Funding applications were submitted by Lewisham Borough Council, with funding secured from the

London Marathon Charitable Trust (£100k), the LTA (£200k) alongside £105k from the Council. The Steering Group proposed a new online booking process with a simple key pad entry system to help players get on court fast.

This system will also provide data to help the local authority track participation levels and promote low utilisation periods to maximise use of the courts. Alongside the work to improve park tennis opportunities, the club in the borough were supported to grow their membership and install floodlights.

THE RESULTS

Court upgrades were completed across 4 park sites including floodlights at one venue. A single website www.playtennislewisham.com hosting information on tennis in the borough, memberships, coaching, and court bookings has been set up through ClubSpark. A pricing structure will be implemented offering a £35 annual pass and £5 pay and play model when power is available in the parks. 500 people expressed interest in purchasing an annual pass prior to the new facilities officially opening.

Case study: Manchester Community Tennis Network



Developing a city-wide approach to tennis in Manchester

THE CHALLENGE

Manchester City Council (MCC) has always been very supportive of tennis, with a strong relationship with the LTA. The delivery of tennis across the City was developing but disjointed, with all organisations (clubs, parks, council, indoor tennis centre) having an independent plan for tennis.

There was also a lack of data to evidence tennis participation and it was therefore difficult to develop a consistent approach to delivering community tennis. It was agreed by MCC and the LTA that a more joined up approach to delivering tennis across the City was required to move the dial on tennis participation.

THE ACTION

In order to work more collaboratively, a steering group of multiple tennis partners was formed by MCC and a City wide strategic plan for tennis was developed with all key partners having a key role in delivery. All parties quickly bought into the approach. The City wide plan focussed on: simplifying the booking process for the park courts, improving the facilities available in parks and clubs, maximising promotion of tennis in the city to drive club membership and park court bookings, and ensuring the long term financial sustainability of the park infrastructure.

Manchester City Council outsourced the operation of 4 park venues to Eastlands Trust who deliver in 3 parks as an extension of their Community Indoor Tennis programme and to

Fletcher Moss Tennis who run a single site as a coach led model with online booking and court entry technology, resulting in improving customer experience for all players. £1.5m was invested in facilities and revenue programmes to upgrade courts and grow participation by a range of partners including MCC, the LTA and Sport England.

The steering group supported the clubs in the city with advice and funding to help them to develop their workforce and grow participation. The Council used their influence to create new marketing opportunities for tennis, including promotions across their transport network, community participation events and by using the Manchester Trophy tournament as a platform to talk about the sport to local people.

THE RESULTS

In the first year of operation there were 12,000 court bookings in the parks with over 2,500 people on the database. The club network achieved a collective growth of 11.5% and all have an appropriate sinking fund to ensure ongoing sustainability.

Case study: Telford Community Tennis Network



Developing a one team approach in Telford

THE CHALLENGE

Telford and Wrekin Council opened Telford Tennis Centre in 2011. The Indoor Tennis Centre was run independently of other venues in the town and had relatively low participation numbers for the facilities available.

Two tennis clubs - Telford Community Club and Wrekin Tennis Club operated independently from each other and the local park courts. It wasn't clear to the community how they could access park tennis opportunities, which were poorly promoted and hard to book.

After 5 years of operating the centre the Council decided look at alternative operating models with a view to growing tennis participation. This created the opportunity to review how tennis was delivered across the town and the potential to create a more joined up approach to better serve the local community.

THE ACTION

The Council tendered out the management of the Telford Tennis Centre and the Councils three park sites and a national leisure operator took over the centre in April 2016. Following a period of consultation - Better (leisure operator), the Council, the LTA, Tennis Shropshire and 2 local tennis clubs agreed that a more coordinated approach to delivering tennis in the town was needed to improve opportunities for the local community and grow tennis participation.

Telford Community Club, Wrekin Tennis Club and Telford Tennis Centre merged to create 'Wrekin & Telford Tennis Community' and the start of a more joined up approach to tennis delivery in the town.

A community tennis membership scheme was developed, enabling members of the Wrekin & Telford Tennis Community to access any of the park courts in the town as well as coaching sessions, friendly competitions, social tennis and events. The cost is just £20 for adults and £10 for children. The coaching programme at the tennis centre has grown to over 200 from a low base, with low cost outreach coaching opportunities also delivered by the centres coaches at the park venues.

Websites have been created for all the 3 park venues in the town, with courses available to book online and court bookings managed by the tennis centre. Tennis has been marketed and promoted in a coordinated way across the town including schools roadshows and open days.

Case study:

Telford Community Tennis Network Cont.

THE TOP 3 LESSONS LEARNT

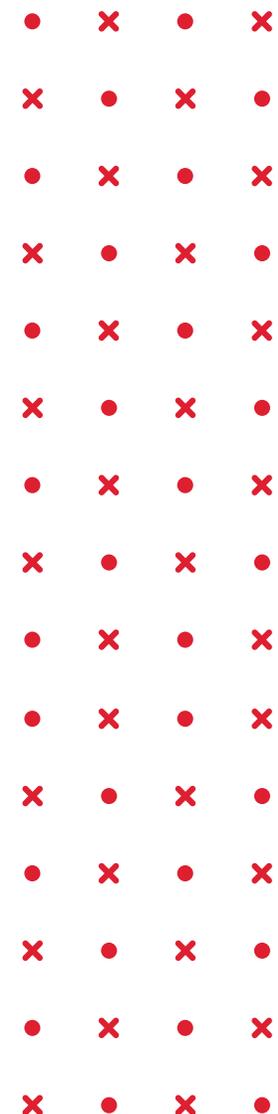
1. It was important to stop, think and review the current state of play of tennis delivery objectively amongst stakeholders.
2. It was important to influence senior members of the Councils leadership team and cabinet members. Providing case studies and benchmarking from other Councils helped inform politicians about the merits of outsourcing the tennis centre, and the council park sites in the same tender.
3. It was important to bring together a community network that had its own community identity, but could operate under one umbrella, through the guidance of an experienced tennis operator. advocacy.

THE RESULTS

The Telford example demonstrates that a Borough wide approach to tennis delivery can work when it is coordinated well and is supported at all levels. Bringing experienced tennis operators and local community tennis partners together to coordinate a variety of tennis offers, made good sense.

The number of unique players on the Borough wide coaching programme has grown from 75 to over 250 in the space of 6 months, and with the more recent introduction of the ClubSpark online booking system, means that the customer journey for tennis players has been simplified and improved.

Members of the new community partnership have learnt that both commercial and community tennis programmes complement each other, for the benefit of all locals who want to play Tennis in Telford.



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