

**DYKE PARK TENNIS CLUB  
SELF-MANAGEMENT PROPOSAL**

**June 2021**

**DYKE PARK TENNIS CLUB**

**Version 1.6**

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**1. Summary**

This proposal and business case by Dyke Park Tennis Club (DPTC) has been developed at the request of Brighton and Hove City Council (BHCC). This document proposes the following:

- a) That DPTC takes on the long-term management of the six tennis courts and associated building, including responsibility for long-term maintenance funding. This will be achieved by agreeing a 25-year lease with BHCC; and
- b) BHCC provides funding to overlay the existing courts prior to their transfer to DPTC, and thereby prevent the loss of this important community asset.

Precedent has been established by BHCC's acceptance of similar proposals from Hove Park (Hove Park Tennis Alliance) and Queens Park (Queens Park Tennis Club). BPTC consulted with these clubs as part of this preparing this proposal.

**2. Protecting a community asset**

The tennis courts at Dyke park have not been resurfaced in well over 10 years and require investment to avoid significantly higher refurbishment costs within the next few years. The life of a tennis court is 10-12 years based on Lawn Tennis Association (LTA) guidelines. We have attached the LTA guidelines in Appendix 2. These guidelines set out that the cost to resurface the courts is £66,000 (for six courts) but that this cost could rise to £138,000 if the courts deteriorate further and require more significant repairs.

DPTC's financial plan, as set out later in this proposal, allows for the club to resurface the courts in 10 years' time, but the club will not have the financial strength to undertake the investment required if the courts are not upgraded prior to their transfer.

Without this investment the courts will fall into further disrepair and will eventually become lost as a community asset. DPTC is committed to saving and securing the long-term future of the tennis courts as well as increasing participation in tennis.

In order to secure the long-term future of the tennis courts the investment question needs to be resolved. It is recommended that:

- a) DPTC take on the long-term lease and management of the courts; and
- b) BHCC agree a funding mechanism for the investment needed now.

Note: Based on the current condition of the courts LTA estimate that they are still stable, and therefore could be overlaid, which would mean the cost would be £11,000 per court i.e. £66,000 in total. Based on the LTA toolkit (see Appendix 2) the longer the wait to resurface the courts the higher the costs; rising from approx. £11,000 per court now at Low level of renovation; to £17,000 per court at medium need; and £23,000 per court at high need.

### **3. Dyke Park Tennis Club**

DPTC has a long and rich history dating back to the 1930's, the same time the Brighton and Hove Parks League Tennis Association (BHPTLA) was formed and the club has participated in the BHPTLA ever since.

BHPTLA currently has a range of members, each of which submits several teams to participate in 4 leagues over the spring and summer months. There are a total of 38 teams in BHPTLA and DPTC is the largest participant with 7 teams, more than Hove Park or Queens Park. The BHPTLA league matches are played on Tuesday, Wednesday and Thursday evenings and provide a great opportunity to interact to the various tennis clubs across the city. DPTC has a strong history of performing well in these leagues and currently 4 Dyke teams are in in the top 3 positions in each of the 4 divisions.

Dyke currently has 99 members, who play regularly. In addition, we have a number of non-members who take advantage of our coaching facilities, which are accessible to all members of the public. The courts are also available to the public on a Pay & Play basis and our objective is to increase participation at all levels.

The ongoing success of DPTC and the development of tennis in public parks are vital to allowing families of limited means to participate in tennis. The tennis courts at Dyke Park have proved to be a valuable community asset since the 1930's and continue to make a valuable contribution to the health and wellbeing of local residents.

The tennis courts are vital to maintaining good social infrastructure, the loss of the courts would lead to negative social effects; reducing the amount of time people spend in the park, damaging social networks and leading to more isolation.

Dyke Park Community Interest Company (CIC) has now been legally formed. The three directors, all members of the tennis club are, Philip, Ronnie and Michela supported by Cy Pollard:

Philip Brady - Philip has been a member of Dyke Park Tennis Club for over 10 years. Before joining the club he used to go to the beginners / improvers group coaching sessions (at Dyke Park) and as his level improved he joined the club. He has also been a team captain at the club, organising players for competition matches. Philip has been on the club's management steering committee for 2 years and has been the chair for the last year.

In his professional life he was a civil servant working for central government and has also run his own business, a small independent coffee shop in Brighton. He now works as a teaching assistant at the local community college supporting young learners and adults with special educational needs.

Ronnie Smith - Ronnie has lived in Brighton for almost 25 years and has been an active member of Dyke Park Tennis Club for the past seven years. An occasional parks league team member. He is a founder member of the steering committee and was instrumental in setting up the CIC. He is currently vice chair. He is responsible for all legal matters and financial planning for the club. Ronnie is a Chartered Accountant and sits on the boards of several Technology businesses.

Michela - Michela has lived in Brighton 50+ years and been a member of Dyke Tennis Club for 9 years and previously a member of Wickwoods tennis club. Previously worked for a charity in Brighton taking groups of children on outward bound experience inc rock climbing, canoeing, Orienteering, and camping. A career Financial Controller with Blue Chip Companies and Corporations qualified AAT & ACCA.

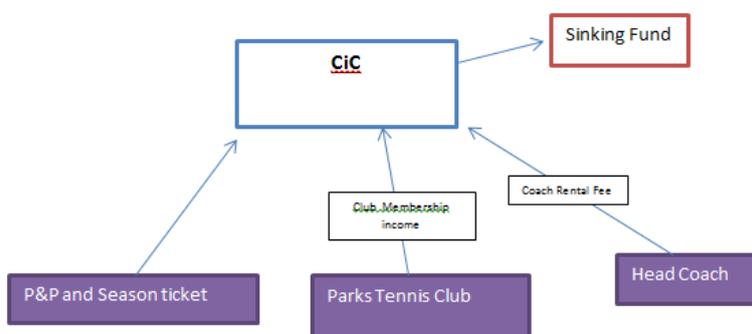
Cy Pollard - Cy has been a fixture of the club for nearly 50 years, during that time he has been an ordinary club member, our coach, captain and head groundskeeper. The club would not still exist today without all his effort and hardwork over many decades. He prevented the courts from becoming nearly derelict in the 1980s and he is as committed to the courts today as he was back then.

#### 4. Our proposal

Our plan requires establishing a Community Interest Company as the legal party to the lease granted by BHCC. Under the terms of the lease, Dyke Park Tennis Club CIC will be taking on all financial obligations toward the tennis courts, including maintenance of the six tennis courts and the club lock-up storage facility. BHCC will have no further obligations and liabilities for the operation and maintenance of the tennis courts at Dyke park.

Dyke Park Tennis Club (DPTC) will be an independent, volunteer-run, self-funding, non-profit community interest company with the key objectives of growing its role and participation as a community tennis club with an active membership, extensive coaching programmes open to the general public, as well as open access to Pay & Play usage.

Our financial case is robust and will provide long-term security for tennis participation at Dyke park.



DPTC will also become an LTA registered venue with all the benefits this brings of being a safe place to play tennis; including insurance liability; online booking system and development of a community tennis programme. The Principal coach, and any future coaching staff, will have LTA accreditation, including DBS check, first aid and

safeguarding. As an LTA registered venue, DPTC will adhere to LTA guidelines on coaching standards, safeguarding and welfare of those using the courts.

## **5. Helping BHCC deliver on its strategic objectives.**

This proposal supports BHCC strategic objectives, including the Joint Health and Wellbeing Strategy 2019-2030, which establishes the vision:

***Everyone in Brighton and Hove will have the best opportunity to live a healthy, happy and fulfilling life.***

BHCC strategy recognises that social, economic and environmental factors have a major impact on health and wellbeing; and Green and open spaces and leisure facilities need to be used effectively to improve wellbeing.

BHCC Open Spaces Strategy 2017 recognises the importance of Outdoor Sport and Physical Activity Facilities. Outdoor sport was ranked 4<sup>th</sup> highest priority for resources to be spent on. The Open Spaces Strategy also set out the responsibilities to ensure outdoor sports provision is fit for purpose; and support and empowers community groups to gain more autonomy for self-management and long leases for sports assets. This is against the challenge of high demand and limited resources.

DPTC's proposal supports the action set out in the strategy for clubs to take on responsibility for sports facilities; and also promoting the health benefits of outdoor physical activity to all. This business plan sets out the financial plan and participation strategy to secure the long-term future and self-funding of the courts as an ongoing community asset promoting and supporting the health and wellbeing of local residents

## Financial Plan

### Pay and play fees

£5 off-peak rate Monday Friday 7am- 4pm  
 £8.69 all other times (in line with BHCC standard fees)  
 Non-club member Off-peak season ticket £50

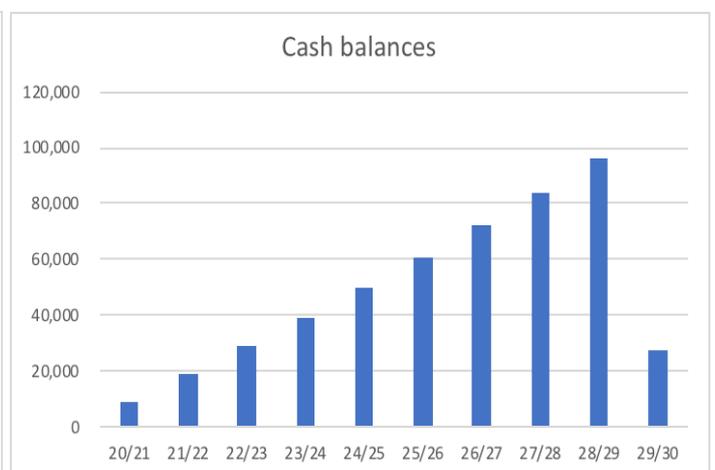
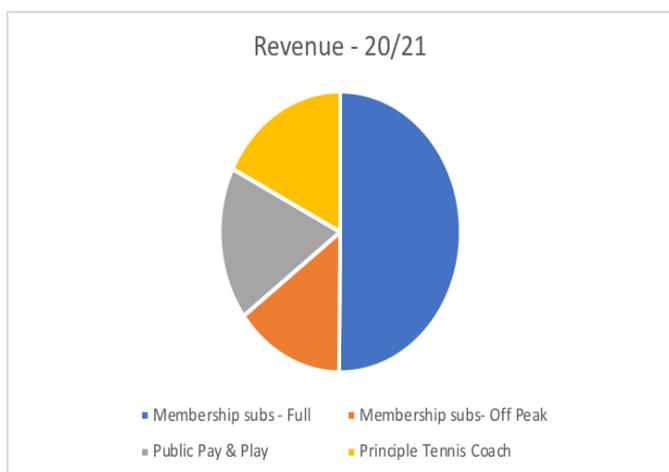
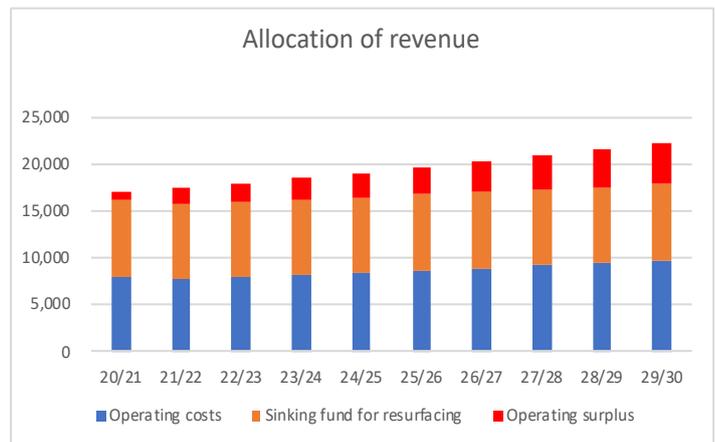
### Club membership fees

Adult club membership £100  
 Junior club membership £50  
 Full-time student membership £50

Our financial plan is set out below. The key point is that the club will generate sufficient funds to meet the day to day operating and maintenance costs of the six courts, as well as building a sufficient sinking funds that will enable us to carry out a major refurbishment in ten years' time, as advised by LTA guidelines.

### The detailed plan is set out in Appendix 3

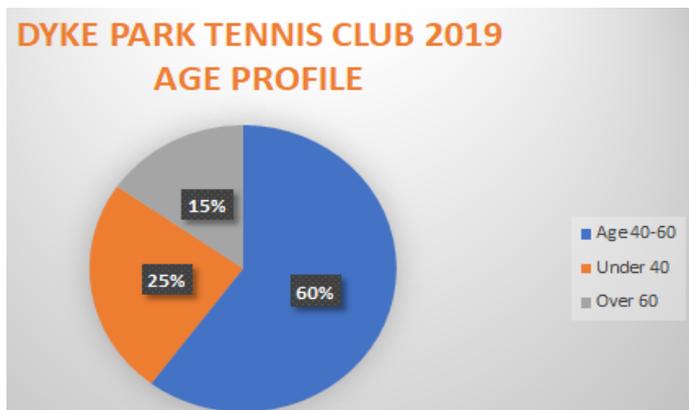
| Dyke - Tennis - Five year plan summary |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
|  | 20/21   | 21/22   | 22/23   | 23/24   | 24/25   |
| Revenue                                | 17,050  | 17,520  | 17,999  | 18,489  | 19,080  |
| Costs                                  | (8,040) | (7,705) | (7,936) | (8,174) | (8,420) |
| Sinking fund                           | (8,063) | (8,063) | (8,063) | (8,063) | (8,063) |
| Surplus                                | 947     | 1,751   | 1,999   | 2,251   | 2,597   |



## 6. Increased Participation and Community Engagement

### Current usage

DPTC currently has 99 active members. The diversity of club members is 45 women and 54 men, club member age ranges from 80+ to 21 youngest (see below). We are also proud of our inclusivity and 10% of members openly identify as part of the LGBTQ community.



In addition, there are 144 members of DPTC Improvers WhatsApp group and 40 members of the DCTP Beginners WhatsApp group. There are also 752 beginners/ returners in the online Meetup group.

DPTC will build on and strengthen its existing tennis programme for Adults and Juniors with a range of options for club players; to those interested in taking up tennis; people who want to develop their tennis skills; and people who want to just play for fun and exercise. The aim is to provide a friendly atmosphere where people of any age and ability can enjoy playing the sport for fun or competition.

In each of the last 2 years, one of our club members has organized a 24-hour tennis challenge with the funds going to a variety of local and national charities. Over 10-11 August 2019 we raised over £2,000 for Plastic Oceans UK. Many club and non-club members participated in the challenge itself and also made a donation.

A key part of our proposal will be the ongoing offering, and extending, our enhanced coaching programme to Adults and Juniors of all abilities. Participants will be able to join in with the knowledge that DPTC, as an LTA registered venue, employs only coaches that hold Professional Registration and Licences and that Police DBS checks have been undertaken. LTA requirement also include first aid training and safeguarding and welfare requirements.

## Court timetable and usage

Our current weekly tennis schedule is set out below. Public court hire is available at all of these times. Private coaching is also available (For more detail on the court timetable see Annex1).

### **SUMMER SEASON (April to September)**

| TIME      | MONDAY                             | TUESDAY                                   | WEDNESDAY                                 | THURSDAY                                   | FRIDAY  | SATURDAY   | SUNDAY   |
|-----------|------------------------------------|---|---|--|---|--|--|
| MORNING   |                                    | Improvers Coaching<br>(3x courts)         |   | Ladies Coaching<br>(3x courts)             | Beginners<br>Returners<br>Coaching<br>(3x courts) | Improvers Coaching<br>(3x courts)                  | Improvers Coaching<br>(3x courts)                  |
| LUNCHTIME |                                    |   |   |  |   | Beginners/<br>Returners<br>Coaching<br>(3x courts) | Singles Coaching<br>(3x courts)                    |
| AFTERNOON |                                    |   |   |  | Doubles Coaching<br>(3x courts)                   | CLUB<br>SOCIAL<br>TENNIS (4x courts)               | Beginners/<br>Returners<br>Coaching<br>(3x courts) |
| EVENING   | Club Match Practice<br>(4x courts) | Parks<br>League<br>Matches<br>(6x courts) | Parks<br>League<br>Matches<br>(4x courts) | Park s<br>League<br>Matches<br>(4x courts) |   |  | CLUB<br>SOCIAL<br>TENNIS<br>(4x courts)            |

**WINTER SEASON (October to March)**

| TIME      | MONDAY | TUESDAY                            | WEDNESDAY | THURSDAY                        | FRIDAY                             | SATURDAY                           | SUNDAY   |
|-----------|--------|------------------------------------|-----------|---------------------------------|------------------------------------|------------------------------------|--|
| MORNING   |        | Improvers Coaching<br>(2/3 courts) |           | Ladies Coaching<br>(2/3 courts) | Beginners Coaching<br>(2/3 courts) | Improvers Coaching<br>(3 courts)   | Improvers Coaching<br>(3 courts)   |
| LUNCHTIME |        |                                    |           |                                 |                                    | Beginners Coaching<br>(2/3 courts) | Singles Coaching<br>(3 courts)   |
| AFTERNOON |        |                                    |           |                                 | Doubles Coaching<br>(2/3 courts)   | CLUB SOCIAL TENNIS<br>(4 courts)   | Beginners Coaching<br>(2/3 courts)<br><br>CLUB SOCIAL TENNIS<br>(4 courts) |
| EVENING   | Na     | Na                                 | Na        | Na                              | Na                                 | Na                                 | Na   |

## **7. Update since DPTC CIC was formed in 2020**

- Core club Membership is now around 90 active members with a broadly even split of men of women. Since introducing the online ClubSpark booking system, we now also have 16 off-peak season ticket holders (who pay just £50 per year to access free court usage Mon-Fri). We have also had 407 public pay and play users, plus additional numbers (around 70 people) attending the various group coaching sessions throughout the week.
- We introduced different court hire fees to suit different people and people with a low income, including a cheaper daytime rate during the week at £5 per hour, or an off-peak season ticket for £50. That means, say retired people, young people and people with families on low income can play during the week at a much reduced rate i.e. less than a £1 a week.
- During club times, we always make sure there are always at least 2 courts available for hire by the public again to ensure that the public are never excluded from using the courts.

## **8. Future initiatives for widening participation and community engagement**

There is scope to further increase tennis participation, community engagement and court usage. The club will:

- Develop and enhance a men's senior tennis group (to complement existing ladies coaching session) to increase the numbers involved, provide support in organising the sessions, and offer racquets and balls as needed.
- Develop a junior tennis programme run by a qualified coach with support from the LTA.
- Reduced cost tennis. Offer a reduced cost off-peak annual season ticket. This will allow local residents to use the courts at off-peak times without having to pay and play every time. This would cost the equivalent of as little as £1 per week, as opposed to pay and play at £8 per court per hour.
- Develop a session for people with learning disabilities through working with partner organisation such as Grace Eyre or similar organisation.

## 9. Marketing

There is strong evidence (sportengland.org) that taking part in sport improves physical health and fitness and psychological health and wellbeing. Regular physical activity leads to healthier lives and can reduce the risk of chronic conditions such as heart disease, strokes, type2 diabetes and obesity. In addition, participation in sport has been shown to be effective for reducing depression, anxiety and psychological distress, including reducing loneliness.

DPTC advertising and marketing would be targeted at increasing participation of the local community who are not currently active, to show them the benefits of playing tennis both mentally and physically and at a price that is affordable to all. This will include use of social media and poster campaigns around local noticeboards, cafes, pubs, GP surgeries, schools, churches and businesses DPTC currently has a strong social media presence on Facebook, Twitter and What's App. Our target demographic will be:

- Younger players through school newsletters and flyers at school and lunchtime at Tesco offering discounts and special offers
- Older players through community magazines, local pub noticeboard, flyers in Dyke Park on specific Open Theatre nights, local community groups
- People with learning difficulties through contact with local schools and local groups.
- Parents at kid's weekend football and children's playground

Other events and activities will include:

- Making the 24-hour charity tennis challenge an annual event and raise its profile through more social media and marketing activities.
- One-page newsletter twice a year delivered to local neighbourhood offering various tennis sessions for all ages and abilities at a reasonable price
- PR articles in local paper and magazines highlighting opportunities for all to play and the benefits to health and well-being
- On-site advertising
- Open day and participation in LTA Big Tennis Weekends (free event to try tennis)

## Conclusion

The members of Dyke Park Tennis Club are keen to secure a key community asset for the longer term and are enthusiastic about building the club and increasing tennis participation in the community. The committee have invested a significant amount of time in building and reviewing the social and business case and are committed to the success of this project. We would invite you to meet the committee.

## **Appendix 1**

### **DPTC Coaching and activities 2018-2019**

- **Beginners sessions:** All year round on Friday, Saturday and Sundays, for anyone who is new or wants to try tennis for the first time, wants to improve their fitness or get out and meet people. The sessions are run by a qualified coach and are open to anyone of any age. Regular attendance is 25-30 per week.
- **Improvers sessions:** All year round on Tuesday, Saturday and Sundays. The sessions are run by a qualified coach and are open to anyone of any age who wants to improve their tennis technique. Regular attendance is 35-40 per week.
- **Ladies coaching session:** All year round on Thursdays. The sessions are run by a qualified coach and open to women of all ages who want to try tennis or improve their game. Regular attendance is 8.
- **Doubles coaching session:** All year round on Fridays. The sessions are run by a qualified coach and open to anyone who wants to improve their tennis technique and is focussed on playing doubles matches. Regular attendance is 12
- **Singles coaching session:** All year round on Sundays. The sessions are run by a qualified coach and open to anyone who wants to improve their tennis technique and is focussed on playing singles matches. Regular attendance is 12
- **Men's senior tennis:** Informal sessions on Tuesday and Thursdays. Social session for older men helping to maintain physical activity and providing a social outlet.
- **Pay and play tennis:** All year round, local residents can turn up at the courts and pay and play tennis with friends and family. Additionally, people can hire tennis racquets and balls at a nominal charge.
- **Holiday Camps** - these sessions are open for kids of all ages and abilities during Half Term breaks and Holidays.
- **Private lessons** with our Club Coach for all standards both Adults and Juniors.
- **Singles League** to encourage year round participation (330 matches played Nov- April 2018/19)

### **DPTC members**

- April to August up to 56 club members per week playing in the BHPTLA Brighton and Hove across Brighton and Hove on Tuesday, Wednesday and Thursdays. Plus match practice nights on Mondays.
- All year round weekly social tennis on Saturdays and Sundays, regularly attended by over 20 members per session.
- Club tournaments for men's and ladies singles and doubles, plus mixed doubles.
- Participation in Brighton and Hove Parks tennis cup competitions and county league matches
- Annual summer party and end of season dinner.

## Appendix 2

### LTA document on cost and frequency of tennis court maintenance

| Facilities Toolkit<br>Playing Surfaces |  |   | Floodlights   | Court Covers  | Accessibility   | LTA BRITISH TENNIS   |
|--|--|---|---|---|---|--|
| <a href="#">Go to homepage</a>         |  |   | Dimensions  | Fencing   | Facilities Calculator   |  |
| Level of Renovation                    | Scope  | When required   |   |   |   |  |
| <b>Repaint</b>                         | Power wash the courts and treat with moss and weed killer then repaint entire surface and play lines. Costs approximately £2,250 per court.  | Usually after 4-6 years of use, potentially earlier if courts are floodlit.   | <b>Daily / Weekly</b><br>Clear all debris and litter. Ensure that bird droppings are removed from the court as soon as possible to prevent damage to the surface. Ensure that bird foulage is removed from the court as soon as possible to prevent damage. | <b>Annual</b><br>High pressure power-wash of the courts. Application of moss and weed kill (bi-annually if courts are shaded or experience high moss growth). |   |  |
| <b>Low</b>                             | Clean, treat and pierce surface at regular intervals. Overlay existing surface. Repaint the surface when cured. Costs approximately £11,000 per court.   | Evidence of pitting<br>Evidence of fretting<br>When the court is still stable   |   |   |   |  |
| <b>Medium</b>                          | Clean, treat and pierce the existing surface at regular intervals. Overlay the existing surface with a 40mm binder course and 25mm surface courts. Repaint the surface when cured. Costs approximately £17,000 per court.      | Courts are fretted<br>Evidence of undulations in the surface<br>Minor cracking / heave<br>Displacement across the surface |   |   |   |  |
| <b>High</b>                            | Break up the existing playing surface. Installation of 150mm of stone. Installation of new 40mm binder course. Installation of new 25mm surface course. Repaint the surface when cured. Costs approximately £23,000 per court. | Evidence of significant:<br>Cracking<br>Displacement<br>Heave   |   |   |   |  |
|  |  |   |   |   | <b>After 5-6 Years</b><br>Repaint after the courts have been washed and treated. May need to be done earlier (4-5 years) where floodlights are installed. | <b>After 10-12 Years</b><br>Resurface courts with a single layer of macadam. May need to be done earlier (8-10 years) where floodlights are installed. |

Note: Please contact the LTA if you need to know more about pitting and fretting of Porous Asphalt courts.

## Appendix 3

### Detailed financial plan

| Dyke Tennis Club - Five year financial projection |  |  |               |               |               |               |               |
|---|--|--|---------------|---------------|---------------|---------------|---------------|
|   |  |  | 20/21         | 21/22         | 22/23         | 23/24         | 24/25         |
| £   |  |  |               |               |               |               |               |
| Membership subs - Full                            |  |  | 8,550         | 8,730         | 8,910         | 9,090         | 9,360         |
| Membership subs- Off Peak                         |  |  | 2,500         | 2,550         | 2,600         | 2,650         | 2,700         |
| Public Pay & Play                                 |  |  | 3,000         | 3,150         | 3,307         | 3,472         | 3,645         |
| Principle Tennis Coach                            |  |  | 3,000         | 3,090         | 3,182         | 3,277         | 3,375         |
| <b>TOTAL Revenue</b>                              |  |  | <b>17,050</b> | <b>17,520</b> | <b>17,999</b> | <b>18,489</b> | <b>19,080</b> |
| Fence, court & net maintenance                    |  |  | 2,000         | 2,060         | 2,122         | 2,185         | 2,251         |
| Parks registration                                |  |  | 140           | 144           | 149           | 153           | 158           |
| Trophies  |  |  | 100           | 103           | 106           | 109           | 113           |
| Training/ H&S                                     |  |  | 500           | 515           | 530           | 546           | 563           |
| Tennis balls                                      |  |  | 1,000         | 1,030         | 1,061         | 1,093         | 1,126         |
| Insurance   |  |  | 1,000         | 1,030         | 1,061         | 1,093         | 1,126         |
| LTA Membership                                    |  |  | 200           | 660           | 680           | 700           | 721           |
| Water & Electricity                               |  |  | 600           | 618           | 637           | 656           | 675           |
| Marketing & Other                                 |  |  | 500           | 515           | 530           | 546           | 563           |
| Other   |  |  | 1,000         | 1,030         | 1,061         | 1,093         | 1,126         |
| Set up costs                                      |  |  | 1,000         | 0             | 0             | 0             | 0             |
| Resurfacing/painting sinking fund                 |  |  | 8,063         | 8,063         | 8,063         | 8,063         | 8,063         |
| <b>Total Costs</b>                                |  |  | <b>16,103</b> | <b>15,769</b> | <b>16,000</b> | <b>16,238</b> | <b>16,483</b> |
| <b>Surplus for year</b>                           |  |  | <b>947</b>    | <b>1,751</b>  | <b>1,999</b>  | <b>2,251</b>  | <b>2,597</b>  |