

# Flitwick and Ampthill Lawn Tennis Club

**Business Plan 2011/12**

## Contents

<b>Page Number</b>	<b>Title</b>
<b>3</b>	<b>Where we are now</b>
<b>4</b>	1.1 History
	1.2 Local Community
	1.3 Local Competitors
	1.4 Existing Facilities
	1.5 Management and Administration
<b>5</b>	1.6 Tennis Programme
<b>6</b>	1.7 Marketing, Sponsorship and Promotion
	1.8 Financial Information
<b>7</b>	<b>Where do we want to be</b>
<b>8</b>	2.1 Mission Statement
	2.2 Aims and Objectives
	2.2.1 Management and Administration
	2.2.2 Playing Opportunities
	2.2.3 Player Development
	2.2.4 Coach Development
	2.2.5 Competitors and Tournaments
<b>9</b>	2.2.6 Facilities
	2.2.7 Marketing, Sponsorship and Promotion
	2.2.8 Social Activities
	2.2.9 Widening Access to our Facilities
	2.2.10 Increasing membership numbers
<b>10</b>	<b>How are we going to get there</b>
<b>11</b>	3.1 Prioritisation of objectives
<b>12</b>	3.2 Club Action Plan
<b>13</b>	<b>How do we ensure our plan stays on track</b>
<b>14</b>	4.1 Business Plan Review cycle
	4.2 Committee Review
	4.3 Independent Review
	4.4 Measuring Performance
<b>15</b>	<b>Cost Flow Projection</b>
<b>16</b>	Cash Flow Chart

# **Section 1**

## **Where we are now**

## 1.1 History

Flitwick and Ampthill LTC is over 30 years old. It was formed by the merger of two clubs, one based in Kings Road, Flitwick and the other in Ampthill Park, in 1979. The Club is affiliated to the Lawn Tennis Association, Bedfordshire Lawn Tennis Association (BEDS011) and Vets Tennis GB.

## 1.2 Local Community

Our catchment area is Flitwick, Ampthill, Westoning, Clophill, Flitton, Greenfield, Silsoe, Pulloxhill, Bedford, Maulden, Steppingley, Houghton Conquest, Shefford, Harlington, Ridgmont, Eversholt Toddington and Tingrith. The population of this catchment area is not relevant in that we could never hope to provide facilities to cope with what is essentially the whole of central Bedfordshire.

## 1.3 Local Competitors

Other tennis clubs within our catchment area are Westoning, Riverside, Bedford, Dunstable, Toddington, Barton, Woburn Sands & Luton and Vauxhall. There is a huge range of facilities and court surfaces across these clubs, however we are unique in being able to offer three different court surfaces.

## 1.4 Existing Facilities

Currently we have 4 floodlit carpet courts, 3 macadam courts and 1 acrylic court. The clubhouse is a temporary type structure which is inadequate for our needs and needs to be replaced. Our car park and access road are sufficient for our needs but will need constant maintenance due to the temporary nature of the surface. The facilities are set in landscaped grounds with a range of planting enhancing the environment.

## 1.5 Management and Administration

Club Committee Comprising: Chairperson, Vice-Chairperson, Club Secretary, Treasurer, Membership Secretary, Junior's Co-ordinator, Head Coach; and 5 other committee members each allocated duties in the following areas – Social, Grounds and Maintenance, Clubmark, Fundraising, Marketing, Web Design & Tournament Organiser. We have also elected a non-voting Club President.

We also have a fundraising/social sub-committee organising the programme of fundraising and social events.

Our philosophy in this area is to ensure that all activity is carried out with a light touch. We are aiming to carry out all necessary management and administration efficiently and effectively but without detracting from the members' pleasure in engaging their tennis and participation in the club.

## **1.6 Tennis Programme**

Our full programme is set out in Section 2.1 (Inclusive Tennis Programme) of our Clubmark Document.

In addition, we provide many opportunities for all members to be involved in competitive tennis including: regular tournaments for both juniors and seniors; junior and senior club events; veterans tennis for the over 45's& 55's. Other competitive events include the Ena Davies Open Mixed Doubles Trophy; mini red, orange and green tournaments; and our internal club championship involving all age categories in all forms of the game.

We also have regular charity fundraising tennis events and an Open Play Tennis Day providing free tennis to all.

## **1.7 Marketing, Sponsorship and Promotion**

To date our marketing, and sponsorship and promotion activities have been very low key. The club has been in a fortunate position of having a healthy membership which has been rising and therefore we have tended to only concentrate our efforts in this area when we have needed a capital injection. However, we are aware that we now need to do more work in this area as our member numbers have declined slightly, and we have urgent need to raise funds for the new clubhouse.

## **1.8 Financial Information**

The current financial situation of the club can be seen from the cash flow in section 5. We are very cautious with our money; however, we are currently exploring ways to derive maximum benefit in respect of tax etc.

## **Section 2**

### **Where do we want to be**

In this section we set out our mission statement and our aims and objectives, short, medium and long term.

## 2.1 Mission Statement

To be the tennis club of choice for central Bedfordshire based on providing opportunities to play both competitive and social tennis; coaching at all ability level and for all ages; particular focus on assisting juniors achieving excellence; and providing a sporting social focal point for our community.

## 2.2 Aims and Objectives

### 2.2.1 Management and Administration

- To provide clear management, with a light touch, to ensure all objectives are achieved
- To carry out all necessary administration with the minimum of fuss to support not detract from the goals.

### 2.2.2 Playing Opportunities

- To provide the opportunity for all members to play tennis at their respective ability level as often as they want.
- To offer the facilities, via our new clubhouse, for non-members to come and play on a 'Pay and Play' basis

### 2.2.3 Player Development

- Juniors - Provide a clear structure with goal setting and training to achieve development to maximize individual potential at all ability levels
- Seniors – Provide opportunities for personal development at all ability levels at a pace to suit personal requirements
- Veterans – Seek to promote the growth, development and continuing interest in Veterans seniors tennis through the conduct of internal and external competitions at different locations throughout Great Britain and further afield.
- All – Assist all members with their fitness and flexibility.

### 2.2.4 Coaching Development

- Widen the coaching programme to include as many members as possible
- Encourage non-members to join coaching programmes.
- Implement and maintain a coaching succession plan for all the coaching team to ensure we have a continuous high performing team.

### 2.2.5 Competitions and Tournaments

- To provide senior tournaments as required by the membership
- To provide the requisite junior tournaments necessary to introduce and develop the juniors' competitive play as part of the coordinated training programme.
- Run as many adult and junior teams in the local leagues as the demand requires.

## 2.2.6 Facilities

- Short term - New clubhouse.
- Long Term - New facilities facilitated by a developer led land swap; to provide 2-4 indoor courts, clubhouse/bar/shop, 10-12 outdoor courts

## 2.2.7 Marketing, Sponsorship, Promotion

- Seek sponsorship/promotions necessary to finance our other aims and objectives.

## 2.2.8 Social Activities

- Build on the current successful programme of events (see Annex A).
- Seek feedback from the membership and provide the social events that the membership require.

## 2.2.9 Widening Access to our Facilities

- Seek to have an 'open' profile with the local community to encourage participation.
- Seek to provide access under DDA legislation as best we can, the plans for the new clubhouse will facilitate this.

## 2.2.10 Increasing membership numbers

- Encourage non members on coaching course to become members.
- Reach out into the community, e.g. tennis open day, local festivals, to promote the club and the benefits of membership.
- Offer a 'Pay and Play' facility to encourage non-members to become members.
- Have an onsite presence to encourage visitors to the club to be able to join the club immediately.



## **Section 3**

### **How are we going to get there**

### 3.1 Prioritisation of objectives

The committee reviewed the objectives contained in section 2 of our business plan and prioritized these overall aims. These priorities have been set out in our action plan (see 3.2) and increasing the junior tennis programme; increasing the involvement of juniors in certain aspects of running the club; increasing membership numbers; and raise money to replace the existing clubhouse with a new larger community clubhouse building.

## 3.2 Club Action Plan

<b>Club name</b>	Flitwick & Ampthill LTC
<b>Period covered</b>	01/08/11 – 1/8/12
<b>Date completed</b>	
<b>Signed off by</b>	Barbara Turner
<b>Position in club</b>	Club Chairman

Area of activity	Details of proposed action	Timetable	Responsibility	Resource	Impact
Raise money for community clubhouse building	Grant applications Sponsorship Interest free loan.	Finish by – August 12	T Mabbitt/ Fundraising Committee	-	<b>High</b> – extra facility to attract more members, play more matches
Increase junior activity	Overhaul junior tennis programme/ competitions/mini tennis	August 12	T.Mabbitt (Head Coach)	-	<b>Medium</b> – need to increase junior competitive tennis
Increase junior activity	Establish a Juniors Sub-Committee to review and suggest improvements.	April 12	Committee	-	<b>Medium</b> – increase junior commitment and engagement
Offer 'Pay and Play' sessions for non-members	Have an onsite reception in new clubhouse, to offer 'Pay and Play' opportunities for non-members	Sept 12	Committee		<b>High</b> – increase participation in tennis
Increase member numbers	Marketing activity <ul style="list-style-type: none"> <li>Leaflet drop in schools/public places</li> <li>Community days</li> </ul>	Ongoing programme of events	Committee	-	<b>Medium</b> – more members needed to drive/finance other improvements

**Area of activity** – list of activities to help move your club forward over the coming year

**Responsibility:** allocate responsibility for each activity to a particular individual, group or committee.

**Details of proposed action:** note down all the ways in which you can meet your activity targets.

**Resources:** indicate the resources (financial, managerial etc.) you need to complete the activity.

**Timetable:** give each of your proposed actions a realistic start date (and duration).

**Impact:** prioritise each action (high, medium, low) and explain what you hope to achieve.



## **Section 4**

### **How do we ensure our plan stays on track**

## 4.1 Business Plan Review Cycle

Our business plan, including the action plan, will be regularly reviewed and updated. Our business plan group; comprising the club secretary, treasurer, head coach, fundraising official and nominated business plan committee member will meet to review the plan not less than quarterly. The group will assess progress against milestones for current activities as well as considering the key term objectives.

## 4.2 Committee Review

The club committee will review all necessary actions and objectives brought to it by the business plan group. There will be a regular agenda item at all committee meetings for business plan items.

The business plan will also be available to all members, who will be encouraged to suggest changes, improvements and alternatives.

The business plan will also form the basis of our annual report to the AGM.

## 4.3 Independent Review

Is our intention to identify non-committee members within the club with relevant expertise who can 'independently' assess our progress against key objectives. They will be invited to report to the business plan group. In this way, we hope to ensure that there is a rigor and challenge to our review process and also that the wider membership feel engaged with the objectives.

## 4.4 Measuring Performance

If the objectives are to be realised, it is important to measure progress and give feedback of this progress to the committee and the wider membership. Effective measurement can identify slippage or other issues that might block achievement.

Clearly, most aspects of our current objectives are easily measured:

- |   |                      |
|---|----------------------|
| a) Progress of fund raising for new clubhouse | £                    |
| b) Number of junior members                   | number               |
| c) Number of adult members                    | number               |
| d) Success of leaflet distribution            | number of enquiries  |
| e) Appointment of fundraising officers        | yes/no               |
| f) Clubmark status maintained                 | yes/no               |
| g) Subcommittee for juniors established       | yes/no               |
| h) Increase in competitive junior tennis      | junior entry numbers |

These measurements will inform the business plan group's meetings and actions.

## Section 5

# Cashflow Projections

This structure is based on a five-year projection. Cash flows are 'living' documents and as such should be reviewed on an annual basis.		Last Year 31.3.11	Current Year 31.3.12	Year 1 31.3.13	Year 2 31.3.14	Year 3 31.3.15	Year 4 31.3.16	Year 5 31.3.17
<b>CLUB ACCOUNTS</b>								
Income (per accounts)								
Subscriptions		17,122	21,200	23,000	25,000	27,500	30,000	32,500
Competition entry fees		515	550	600	625	650	700	750
Bar turnover				-		-	-	-
Floodlight/court hire		1,941	2,350	2,500	2,625	2,800	3,200	3,350
Other		4,915	5,493	6,050	6,650	7,300	8,000	8,750
<b>Total income</b>	<b>A</b>	<b>24,493</b>	<b>29,593</b>	<b>32,150</b>	<b>34,900</b>	<b>38,250</b>	<b>41,900</b>	<b>45,350</b>
Outgoings (per accounts)								
Staff costs						-	-	-
Rent/rates/insurance		1,732	1,356	1,600	1,650	1,750	1,800	1,900
Maintenance		7,086	6,500	11,750	7,000	17,150	8,300	8,950
Sinking fund/LTA Loans		5,525	11,237	8,800	13,450	4,100	13,800	13,050
Bar costs								
Other		10,150	10,500	10,000	12,800	15,250	18,000	21,450
<b>Total outgoings (per accounts, inc. depreciation)</b>	<b>B</b>	<b>24,493</b>	<b>29,593</b>	<b>32,150</b>	<b>34,900</b>	<b>38,250</b>	<b>41,900</b>	<b>45,350</b>
<b>Cash generate by operations</b>	<b>A-B=C</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FACILITY DEVELOPMENT</b>								
Cash payments out	<b>D</b>	<b>-</b>	<b>-</b>	<b>43,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUNDED BY:</b>								
Loan from LTA (county)		-	-	10,000	-	-	-	-
SHORTFALL		-	-	26,200	-	-	-	-
Grants		-	-	1,000	-	-	-	-
FUNDRAISING		-	-	6,100	-	-	-	-
<b>Total facility development cost</b>	<b>E</b>	<b>-</b>	<b>-</b>	<b>43,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net cost of project</b>	<b>D-E=F</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FACILITY REPAYMENT</b>								
Loan repayments LTA		2,500	2,500	2,500	2,500	2,500	2,500	2,500
Interest		-	-	-			-	-
Loan repayments		-	-	-			-	-
Transfer to sinking	<b>H</b>	<b>-</b>	<b>-</b>					
<b>Total repayments</b>	<b>G</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net cash movement</b>	<b>C-F-G</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Bank balance b/f</b>								
<b>Bank balance c/f</b>								
<b>NOTE OF SINKING FUND</b>								
<b>Balance b/f</b>		<b>5,615</b>	<b>8,640</b>	<b>17,377</b>	<b>23,677</b>	<b>34,627</b>	<b>35,227</b>	<b>46,527</b>
<b>Transfer in</b>	<b>H</b>	<b>3,025</b>	<b>8,737</b>	<b>6,300</b>	<b>10,950</b>	<b>1,600</b>	<b>11,300</b>	<b>10,550</b>
<b>Balance c/f</b>		<b>8,640</b>	<b>17,377</b>	<b>23,677</b>	<b>34,627</b>	<b>35,227</b>	<b>46,527</b>	<b>57,077</b>

## Cash Flow Forecast

Assumptions used to form basis of approximate projections

Subscriptions: Membership Increase – 5% per Yr

Subscribed Increase – 5% per Yr

Competitions: 10% increase year on year

Floodlights: 10% increase in year 1 for court 8

5% extra use year on year

Other: 25% increase year on year

### Facility Development

Year 1: New Clubhouse £43,300

Funded by: Grants	£1,000
Loans	£ 10,000
Fund Raising	<u>£6,100</u>
	<u>£17,100</u>

Short Fall 26,200

To be funded by further Fund Raising, Grants, Loans

Loan Repayments:	Last Year	£ 2500
	Year 1	£ 2500
	Year 2	£ 2500
	Year 3	£ 2500
	Year 4	£ 2500
	Year 5	<u>£ 2500</u>
		<u>£ 15000</u>

Note: Sinking Fund line in outgoings is used to pay loan repayments and balance transferred to sinking fund at bottom of the sheet.