

**Caterham & Whyteleafe**  
**Tennis Club Business Plan**  
**2022**



Caterham & Whyteleafe Tennis Club Committee  
(May 2022 Version 1)

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## The Clubs Location:

Surrounded by trees at the bottom of Manor Park on the Whyteleafe/Caterham border, you'll find a small, fenced and walled area containing three tennis courts and an old small club house. Despite the modest appearance this is the home of our modern, up-and-coming tennis club and an example of a fledgling, local community success story.

## History & the Club's new vision

The history of Caterham & Whyteleafe Tennis Club stretches back to the 1800s when tennis was a pastime for the elite. In 1891 a certain O.J.Trinder founded the Caterham Lawn Tennis and Croquet Club, located in Stafford Road on a site now occupied by Asprey Court, but after WWII the Caterham & Whyteleafe Tennis Club (CWTC) moved to Manor Park, in the walled kitchen garden of the former Manor House. Here the Club thrived for several decades but eventually numbers dwindled. In the years leading up to the Covid lock-down the Club was in real danger of going bust with less than 20 members. The Club had been a members-only club led by a small committee and had leased the land from Tandridge Council at considerable cost.

Due to decades of lack of funds and investment CWTC had become neglected. Towards the end of lockdown, the Club was given a welcome government grant of £10,000 which secured its short-term survival, and with that, a new enthusiastic Club Committee took charge.

Determined to dispel any old perceptions of being 'snobbish' or 'exclusive' the Committee reformed the aims and purpose of the Club and set out a new vision for the Club's future.

**We are now a friendly and inclusive, volunteer-led, not-for-profit community hub focusing on improving the physical, social and mental well-being of any local residents.**

We have appointed a local groundsman, builders etc to carry out works in the club but we wish to create an exciting possibility for working with other local not-for-profit organisations in the future.

We have recently engaged with local Tandridge & Surrey County Councillors, and we understand that we are fully in line with the Vision and Strategy for the future of Tandridge and Surrey County Council where people live healthy and fulfilling lives and contribute to their community.

We hope to work with the local councillors to achieve these aims and objectives through the development of the club.

A thriving, inclusive sports club and smart-looking community hub in our locality is something anyone will value and be proud of.

Here is a link to the **CWTC Constitution** which includes our Aims & Purpose;

[Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub](http://Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub)

Here is a link to the **CWTC Safeguarding Policy & Equal Opportunities Policy**;

[Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub](http://Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub)

## Club Management

CWTC is run by a Committee of volunteers who aim to lead with focus and positive determination to make it modern, exciting, affordable, and an uplifting and safe place for members to play and meet, whilst keeping the Club financially sustainable. All are local residents, heavily invested in tennis and the local community.

Here is a list of **current officers and their roles:**

David Eldridge, **Chair, Juniors**

[Redacted]

John Mottram, **Treasurer**

[Redacted]

Vibeke Gibson, **Acting Secretary, Welfare Officer, Funding, Coaching Contact**

[Redacted]

Pam White, **Veterans**

Caterham

Judy Blackett, **Membership, Networking, Council, Fundraising**

Chaldon

Christine McNiece, **Social Events, Fundraising**

Caterham

Chris Hall, **Council contact, Planning, Coaching Contact**

Whyteleafe

Bob Treadwell, **Grounds & Maintenance**

Warlingham

**Caterham & Whyteleafe Tennis Club registered address:**

Manor Park

The Avenue, off Burntwood Lane

Whyteleafe

CR3 0AQ

**Club email:**

[CaterhamAndWhyteleafe@gmail.com](mailto:CaterhamAndWhyteleafe@gmail.com)

**Website:**

[Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub](http://Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub)

Facebook:

[Facebook.com/CaterhamAndWhyteleafeTennisClub/](https://www.facebook.com/CaterhamAndWhyteleafeTennisClub/)

**Contact details for questions relating to this document:**

CWTC

C/o Vibeke Gibson

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## **Membership/Participation/Community Use**

The Club aims to grow tennis in the local community by making it relevant, accessible, welcoming and enjoyable.

It aims to encourage anyone to play tennis, from complete beginners up to enthusiastic club players who may wish to compete at county level. Anyone is welcome regardless of ability, fitness, age, gender, religion or background, and the Club works to attract members in accordance with the LTA's mantra to 'Open Up Tennis'.

Members improve their health, become part of a friendly and vibrant community club where active involvement as a volunteer in some small way is gently encouraged. The social aspect of the club has been an important part of our success to date. The leadership team empower our participants to take control of their own welfare and we have seen individuals develop skills and confidence.

Last year, on the back of lockdown, we reached just over 100 members with an even split between males and females, and now, early in the current season, we have around 80 adult members and about 30 junior members spanning all ages from toddler to seniors in their 80s / 90s. Our aim in 2022/23 is to match last year's numbers and grow from there.

The majority of current members (from diverse cultural backgrounds) live in the local area of Whyteleafe, Caterham, Chaldon & Warlingham.

We differ from other local clubs in that we are genuinely focused on encouraging people to the Club of all ages, abilities and backgrounds. We are all about tennis as a fun, social and healthy sport, open to all our local community. Tennis is a sport that, while immensely enjoyable, can also be difficult to start where a required 'club level' makes it daunting or overwhelming. We absolutely do not require applicants to be 'assessed' in any way - all are welcomed with open arms - and we specifically encourage newbies, young and old, families and individuals, to get involved in tennis.

We back this up with a variety of free social sessions through the week where the emphasis is on taking part and having fun. These (currently 7) groups are free and run by volunteers and include a group especially for beginners and 'rusties', another for females only, and another that's popular with our most senior members and those who need a gentler pace and who may only come for the coffee and socialising.

## **Training and skills development**

This year we secured the services of 'Cooper Tennis', an experienced coaching provider with long-standing connections to the community, especially local schools.

We are now able to offer junior coaching through the week and as a result our junior section is growing, and local knowledge of the Club is widening.

Cooper Tennis continuously offer the LTA's low-cost Youth Start Programme (the Club provides free court time) and this spring CWTC cooperated with them and Freedom Leisure to host the Surrey Youth Games trials for Tandridge free of charge.

We currently offer 12 weekly junior sessions for different ages/abilities, and this will change with demand.

Cooper Tennis provides a number of weekly adult coaching sessions, private coaching, and Cardio Tennis group sessions. Participants may take part without being full Club members if they wish. This makes it financially accessible and attractive to a wider audience.

Cooper Tennis in general is priced at a competitive and affordable level.

## **Annual Membership Fees**

Full Adult Club membership is £97

This equates to less than £9 a month so the Club is affordable, competitive and very good value as it includes unlimited use of courts and social sessions.

Our Junior membership fees are very low at £15-25 for the 4-11 year olds and at £30 for 12-18 year-olds. Furthermore, we have a £40 young adult membership for 19-25 year-olds (whether in education or not) again to make membership accessible so this group of players do not drift away from their sport as they become adults.

In order to encourage parents of juniors to get involved we also have a Playing Parents membership at £30 so parents can attend the Club with their kids for some practice without having to pay for a full membership. Lastly, our Coaching & Cardio membership is also £30.

In general the Club allows new participants to try out at least one session for free and as an enticement we also offer a short £10 trial membership.

Possible future plans include a Pay & Play option. This requires finance, facilities and implementation. This would lead to a much broader non-member audience and ensure better court usage and additional income. The installation of flood lights to extend hours of play would help enable these plans to move forward.

The Club strives hard to find the balance between affordability for all, value for money and financial sustainability. Our Constitution allows us to reduce or waive fees in exceptional circumstances.

## **Opening hours and Accessibility**

The Club is accessible on foot, by bike or by car via the unmade road, The Avenue, from Burntwood Lane and on foot or by bike from the north, the private end of The Avenue. There is a small public car park at Burntwood Lane recycling centre and another (unsurfaced) immediately adjacent to the Club front gate. A metal barrier blocks vehicular access from the private end of The Avenue and must be kept free. The car park is public and is used frequently by dog walkers and visitors to Manor Park as well as visitors to CWTC.

The Club's front gate has a code lock to enable players to access the courts without the use of a key. A similar system is in use for the club house. Inside the gate the path around the courts is paved and is wheelchair accessible for spectators - however the club house has four steps to the front door and is not wheelchair friendly. Our future plans include a completely new and modern club house that is fully accessible to all sectors of the community - in fact we wish it to be used by other local groups if possible.

The Club does not currently have official opening hours, but play is possible from dawn to dusk - there are no floodlights or other outside lighting at the club house or carpark.

## **Plans for the Future of C&W Tennis Club**

The Club now requires major improvements to retain and increase membership, ensure maximum use of facilities and make it a viable concern for the future.

Today, a modern tennis club must have floodlighting to extend its hours of use and maximise its earning potential. This will ensure its long-term success and financial survival. We are already in the process of applying to Tandridge Council for planning permission and so far, our pre-application has been favourably received.

The following 15-year business plan aims to improve the C&W tennis club to ensure its future for the local community.

### **The C&W Tennis Club Development Plan:**

The plan is split into stages of the club's development over the 15-year period, but the progress of the plan is dependent on securing funds from various sources namely its members, fund raising or securing the support from various grants/gifts or donations. The stage's of the plan covers the following areas;

Stage 1: Securing the 15-year lease of the club with Tandridge district council to cover the period of the business plan

Stage 2: Improving the Security of the premises

Stage 3: Painting of the court's surfaces. (Complete)

Stage 4: Installation of Flood lighting & electrical supply

Pre-planning (Approved)

Planning application (in preparation)

Stage 5: interim repairs to Ground & Courts

Stage 6: Interim repairs to existing club house

Stage 7: Draw up plans for new club house (permanent building)

Stage 8: Apply for planning permission for new club house

Stage 9: Build new club house

#### **Stage 1: Extension of the lease.**

The current lease of C&W tennis club expired on 30<sup>th</sup> April 2022. At the last AGM of the C&W tennis club, the committee took the decision to apply for a fifteen-year lease extension so we can secure the longevity of the club and execute the plans laid out in the following pages. Verbal agreement for the 15-year lease has been received from the asset manager at Tandridge council.

#### **Stage 2: Club Security**

Funds have been raised by club members to purchase and install a security camera following an incident of entry to the club grounds.

The camera is linked via mobile phone technology so committee members pick up warning messages when movement at the club is detected. Using a mobile app, committee members have the ability to view

activity within the grounds. The system has the ability to record events should evidence be required by the Police.



### **Stage 3: Painting of the court's surfaces.**

Following local community donations plus monies raised through memberships, the committee have taken the decision to paint the courts surfaces to help protect and improve longevity of the existing surfaces. This will also improve the aesthetic appearance of the club to attract new members. This is now complete.



### **Stage 4: Apply for planning followed by the Installation of LED Flood lighting & electrical supply**

With the membership numbers increasing the club needs to extend the hours of play on offer by installing flood lights. This will help ensure the financial viability of the club maximise the usage of the courts.

The club members play all year round and with the limited number of hours of day light during the winter months, the level of play is restricted.

To overcome these issues and provide additional court availability the C&WTC committee plan to apply for planning permission to install flood lighting for the courts. Due to the cost this process may need to be implemented in stages.



### **Stage 5: Interim repairs to Grounds & Courts**



Repairs are required to the existing low retaining wall that sit around the court alongside the path that runs in front of the club house. The wall has never been finished and is open to the elements and will regrade over time and lead to unnecessary additional costs. A simple capping stone should be affixed to the top of the low wall.



Fencing is aging and will require replacement in the near future.

#### **Stage 6: Interim repairs to existing club house**

Interim repairs are required to the club house toilet and kitchen.

From a Health & Safety perspective, the aging hot water heaters within the club house must be replaced.

Club house heating is provided by inefficient electrical units. These need to be replaced by safer more efficient units.

#### **Stage 7: Draw up plans for new club house (permanent building)**

The current 'club hut' (shed) that is used as a club house, needs replacing with a permanent brick building for the enjoyment of all. Whilst the current fabricated building houses a toilet, small kitchen & seating area/storage space it is not big enough to house more than half a dozen members. There are no changing facilities within the 'club hut'.

During the day the current club house is also used by the resident coaches.

If rains stops play, there is not enough space inside the unit to protect the number of players & visitors from the elements should it be required. The current 'club hut' certainly does not lend itself as an area for socialising or gathering whilst waiting to play.

It is the intention of the committee to have plans drawn up for a more suitable permanent building that could possibly be used for social events by the club and potentially outside community organisations. The facility must be compliant with recent building regulations and be accessible to all members of the community.

#### **Stage 8: Apply for planning permission for new club house**

Once the plans above are drawn up by a local architect, the committee will submit these plans to the Tandridge district council planning office for approval.

#### **Stage 9: Build new club house**

Final stage is to build the new club house suitable for coaches, players, visitors and for the enjoyment of its local community, with proper changing facilities and an area for the community to socialise.



## **Finance Of Caterham & Whyteleafe Tennis Club**

The following sheets show:

- A. Income & Expenditure Accounts for Years ended 31 December 2021, 2020, 2019
- B. Balance Sheet as at; 31 December 2021, 2020, 2019
- C. Forecast Income & Expenditure 2022, 2023, 2024
- D. Forecast Balance Sheet

**Caterham and Whyteleafe Tennis Club****A. Income & Expenditure Accounts for Years ended 31 December 2021, 2020, 2019**

Note	Income	2021	2020	2019	Expenditure	2021	2020	2019
		£	£	£		£	£	£
1	Subscriptions & Fees	6,535	3,755	1,600	Rent & Rates	2,930	3,944	78
2	Event Income	595	-	55	Utilities	491	387	442
3	Donations & Grants	5,905	10,000	130	Other costs	2,007	1,399	595
					Surplus	7,607	8,025	670
		<u>13,035</u>	<u>13,755</u>	<u>1,785</u>		<u>13,035</u>	<u>13,755</u>	<u>1,785</u>

## Notes

- 1 Club subscriptions and court fees, guests and tournaments
- 2 Social events and sundry sales
- 3 Includes £500 Donated by Aviva & £10,000 Covid grant

**B. Balance Sheet as at 31 December 2021, 2020, 2019**

	2021	2020	2019
	£	£	£
Cash at Bank	17,300	9,450	1,455
Debtors	500	-	-
	<u>17,800</u>	<u>9,450</u>	<u>1,455</u>
Creditors	743	-	30
Net Current Assets	<u>17,057</u>	<u>9,450</u>	<u>1,425</u>

## Represented By:

Members Funds			
General	6207	-550	1425
From Covid Grant	10000	10000	
Reserve for Lights Fund	850	-	
	<u>17057</u>	<u>9450</u>	<u>1425</u>

### C. Forecast Income & Expenditure

		INCOME AND EXPENDITURE FORECAST		
INCOME		2022	2023	2024
Note		Year	Year	Year
		1	2	3
		£	£	£
1	Membership Fees	6,725	7,216	7,677
2	Grant Income	3,000	-	-
	Hire Fees	50	50	50
	Social Event Income	1,500	1,500	1,500
	Other	-	-	-
		<u>11,275</u>	<u>8,766</u>	<u>9,227</u>
EXPENDITURE				
	Court Painting	7,020	-	-
	Building Rent	1,800	1,800	1,800
	Building Maintenance	750	800	800
	Grounds Maintenance	1,500	1,500	1,500
	Equipment Maintenance	250	350	400
	Staffing Costs	-	-	-
	Utilities	650	700	700
	Business Rates	80	100	100
3	Contribution to reserves	1,500	1,500	1,500
	Marketing Costs	300	300	300
	Miscellaneous sundry costs	200	220	230
		<u>-</u>	<u>-</u>	<u>-</u>
		<u>14,050</u>	<u>7,270</u>	<u>7,330</u>
BALANCE		<u>- 2,775</u>	<u>1,496</u>	<u>1,897</u>

**D. Forecast Balance Sheet**

## BALANCE SHEET FORECAST

	As at 31.12.2021 £	As at 31.12.2022 £	As at 31.12.2023 £	As at 31.12.2024 £
Cash at Bank	17,300	16,853	18,469	20,446
Debtors	500	-	-	-
	<u>17,800</u>	<u>16,853</u>	<u>18,469</u>	<u>20,446</u>
Creditors	732	800	800	800
Net Current Assets	<u>17,068</u>	<u>16,053</u>	<u>17,669</u>	<u>19,646</u>
Represented By: Members Funds				
General Reserve	6,218	3,703	3,819	4,296
Covid Reserve	10,000	10,000	10,000	10,000
Maintenance Reserve	-	1,500	3,000	4,500
Lights Reserve	850	850	850	850
	<u>17,068</u>	<u>16,053</u>	<u>17,669</u>	<u>19,646</u>