
Report To:	Education & Communities Committee	Date:	21 January 2019
Report By:	Ruth Binks, Corporate Director Education, Communities and Organisation Development	Report No:	EDUCOM/07/20/HS
Contact Officer:	Hugh Scott, Service Manager Community Learning Development, Community Safety & Resilience and Sport	Contact No:	5459
Subject:	Indoor Tennis Facility		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Education and Communities Committee of the current position regarding the potential development of a 3 Court Tennis Facility at Rankin Park Greenock.

2.0 SUMMARY

- 2.1 The report outlines Inverclyde Council's funding application to the Transforming Indoor Tennis Fund and the formal agreement with Inverclyde Leisure in respect of managing the proposed facility.
- 2.2 A requirement of the national tennis bodies which contribute to the Transforming Indoor Tennis Fund is that Inverclyde Council is the main recipient of the funding. This report seeks delegated authority for the Corporate Director Education, Communities and Organisational Development to receive the funding if the bid is successful.
- 2.3 A formal agreement with Inverclyde Leisure will see it take on the management of the facility with no increased cost to the existing management fee paid by the Council. Inverclyde Leisure's business plan for the site is attached at Appendix 1. It assumes a total project cost of £1.35 million with the Council's contribution of £500K. Inverclyde Leisure will act as the Council's agent in relation to the project build, working to the terms of an Agency Agreement.
- 2.4 Inverclyde Council has worked in partnership with local clubs and Inverclyde Leisure to develop a community tennis network plan to support the funding bid. The Council will work with Inverclyde Leisure to deliver the project and ongoing facilities management. This will be subject to a full funding agreement being established between Inverclyde Council and Inverclyde Leisure.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Education and Communities Committee:
- notes the progress of the Transforming Scottish Indoor Tennis Fund application;
 - agrees that the Corporate Director Education, Communities & Organisational Development receives the Transforming Scottish Indoor Tennis Fund on behalf of Inverclyde Council in consultation with Head of Legal & Property Services and the Chief Financial Officer; and
 - delegates authority to the Corporate Director Education, Communities & Organisational Development to agree the terms of a Funding Agreement and Agency Agreement with

Inverclyde Leisure in consultation with the Head of Legal & Property Services and the Chief Financial Officer.

Ruth Binks

Corporate Director- Education, Communities and Organisational Development

4.0 BACKGROUND

- 4.1 The Lawn Tennis Association (LTA,) sportscotland and Tennis Scotland are working together on the Transforming British Tennis Together initiative. This aims to transform the Scottish indoor tennis landscape through a £15 million investment programme. This fund will invest in indoor tennis projects which are supported by a community tennis network. The level of funding given will vary from project to project and will reflect the promise the LTA and sportscotland have given for real transformation in the community through the community tennis network plan. Initial indications are that up to two thirds of the capital investment for a project can be applied for through the national fund with the rest of the funds to be sourced locally.
- 4.2 The Council's budget for 2017-18 included an allocation of £350K to part fund the development of an indoor tennis facility and in 2018-19, as part the Council's budget process, an additional £150K was added to increase the Council's contribution from £350k already agreed to £500k assuming total project costs no more £1.35 million.
- 4.3 There is a two stage application process with two investment rounds per year - March and September to allow applicants to work alongside Tennis Scotland to develop their proposals and community tennis network plan.

CURRENT POSITION

- 4.4 Inverclyde Council's bid refers to the development of a 3 court indoor tennis facility within Inverclyde. A stage 1 and stage 2 application has now been submitted to Transforming Scottish Indoor Tennis Fund. It is anticipated that a decision on the bid will be confirmed in January 2020.
- 4.5 In addition, it is planned to form a Community Tennis Network from the existing local tennis network and produce a Community Tennis Network Plan.
- 4.6 It has been agreed that Inverclyde Leisure takes on the management of the facility with no increased cost to the existing management fee. Inverclyde Leisure's business plan for the site is attached at Appendix 1. It assumes a project with a total project cost of £1.35 million and a Council contribution of £500K.
- 4.7 In terms of the management of the project build, Inverclyde Leisure intends to contract a development partner to carry out the work to an agreed budget through a UK Leisure Framework. Inverclyde Leisure will act as the Council's agent in this process working under an Agency Agreement. Inverclyde Leisure will bear financial risk in excess of £1.35m. The Agreements between the Council and Inverclyde Leisure will mirror those used in previous projects, for example, Ravenscraig Activity Centre.

5.0 IMPLICATIONS

5.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A	Capital		£1.35m		£500k allocated in Capital Programme, £850k balance funded by external partners

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					IL have confirmed they will run the facility at no net cost to the Council

5.2 Legal

If the proposal was agreed in principle further work will be required on the transfer of the facility to Inverclyde Leisure.

5.3 Human Resources

There are no HR implications.

5.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

5.5 Repopulation

Provision of first class sporting facilities in the Greenock South West Area could continue to increased repopulation in the area.

6.0 CONSULTATIONS

- 6.1 Tennis Scotland, sportscotland, Inverclyde Leisure, Active Schools/Sports Development Team have been consulted.
- 6.2 The CMT has already reviewed the proposal in detail and has fully endorsed the report's recommendations.

7.0 BACKGROUND PAPERS

- 7.1 N/A

Inverclyde Tennis Network & Business Plan



Rankin Park Facility site



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Population of around 80,000 local people.....

Clubs

- 3 Clubs – 400+ Members
- Fort Matilda /Ardgowan/Kilmacolm

Community

- School Programmes – 300 children given tennis taster sessions
- Adult and Junior come and try sessions at local clubs
- One Park Site - Darroch Park in Gourrock, linked to Community Sports Hub

Coaches

- 1 parttime time Coach in clubs (Ardgowan/Fort Matilda)
- 4 coaches, Club coaching team working with part time head coach

Education

- 8 Schools with a club link
- 20 schools received kit bag
- Schools taking part in School competition

Activities

- Schools programme, Adult and junior come and try
- TFK delivered at local clubs
- GBTW delivered at local clubs on annual basis
- Mini Tennis Launched GSC



Courts in Inverclyde

Type of Venue	Number of Venues	Total number of courts	Good	Average	Grass	Poor
Clubs	3	11	9	2	0	0
LA Venues	0	0	0	0	0	0
Parks	2	4	0	0	0	4
Indoor	0	0	0	0	0	0
TOTAL	5	15	9	2	0	4

Current Tennis Landscape



Currently no Indoor tennis courts in Inverclyde – Proposed site – Rankin Park Pavilion
Currently no quality public pay and play facilities in Inverclyde

20 primary/6 high schools within 15 minute drive of facility

3 local tennis clubs within 15 minute drive of facility

Football, Cycling activity operating in Rankin Park

Population 80,000
8,000 No. of current IL Leisure members

Potential for usage from residents residing out with Inverclyde, North Ayrshire – population – 138,000

Developing a LA Tennis Network

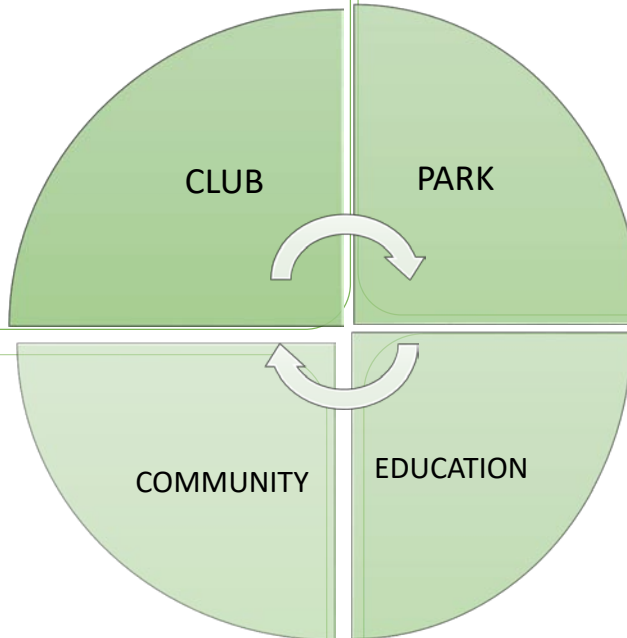


• Clubs

- club support through local tennis development groups.
- Clubspark
- Clubserve
- Develop LA clubs/facilities
- Membership growth
- Offer great customer experience
- Player pathways in place

• Parks

- Identify 1 park site (Gourock Park) offering good facilities on and off court
 - Parks promoted & easily accessible through Clubspark with gate access system
- Coach role to manage community programme



• Community

- LA venues
- Establish 3 court indoor centre
 - (Rankin Park)
- Linking all activity to indoor centre
- Clubs, Education, Park sites.
- Expand workforce with demand

• Education

- Support local colleges with student training for community delivery
- Tennis in all Secondary & Primary schools across LA
 - Establish School of Tennis in 2 schools across LA
 - Each school with a club link in place across LA

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Key Objectives

Develop pay and play
model at 2 local tennis
clubs

Funding - Gourock Park

Establish
participation/membership
at Indoor venue

Establish online booking
system across all venues

Marketing and
promotional campaign
across Local Authority



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Key Objectives

Develop Network of quality and sustainable clubs

Ensure there is a strong relationship and link between indoor centre and clubs

Increase club membership and use online technology where applicable

Develop player pathways, both for clubs and indoor Centre

Workforce Development



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Education - Key Objectives

More students and pupils playing tennis in school, linking to P2

Increase quantity and quality of tennis workforce in schools

Establish Schools leagues

Identify School of Tennis

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COMPETITION- Key Objectives

Increase number of local club teams competing in local and regional competitions junior and senior

Establish indoor leagues, local Tennis Leagues

Create G5 – G4 competition calendar running at indoor facility



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Projected Outcomes – 5 year plan

3 indoor courts
Court income to £35K per indoor court

Establish coaching programme 250 players a week at indoor centre, players feeding into outdoor clubs

Disability Tennis Network – established at indoor centre

Pay and play available at all tennis clubs, linked to Clubspark, gate access system

Increase club membership 400+ to 750

One 3 court park site with gate access system and online booking with various membership options

Recruit strong coaching team delivering in Inverclyde with a clear player pathway

Key Competition venue with offer for all players
Local tennis league across 3 venues

Increased number of club teams competing in West of Scotland Junior and Senior Leagues

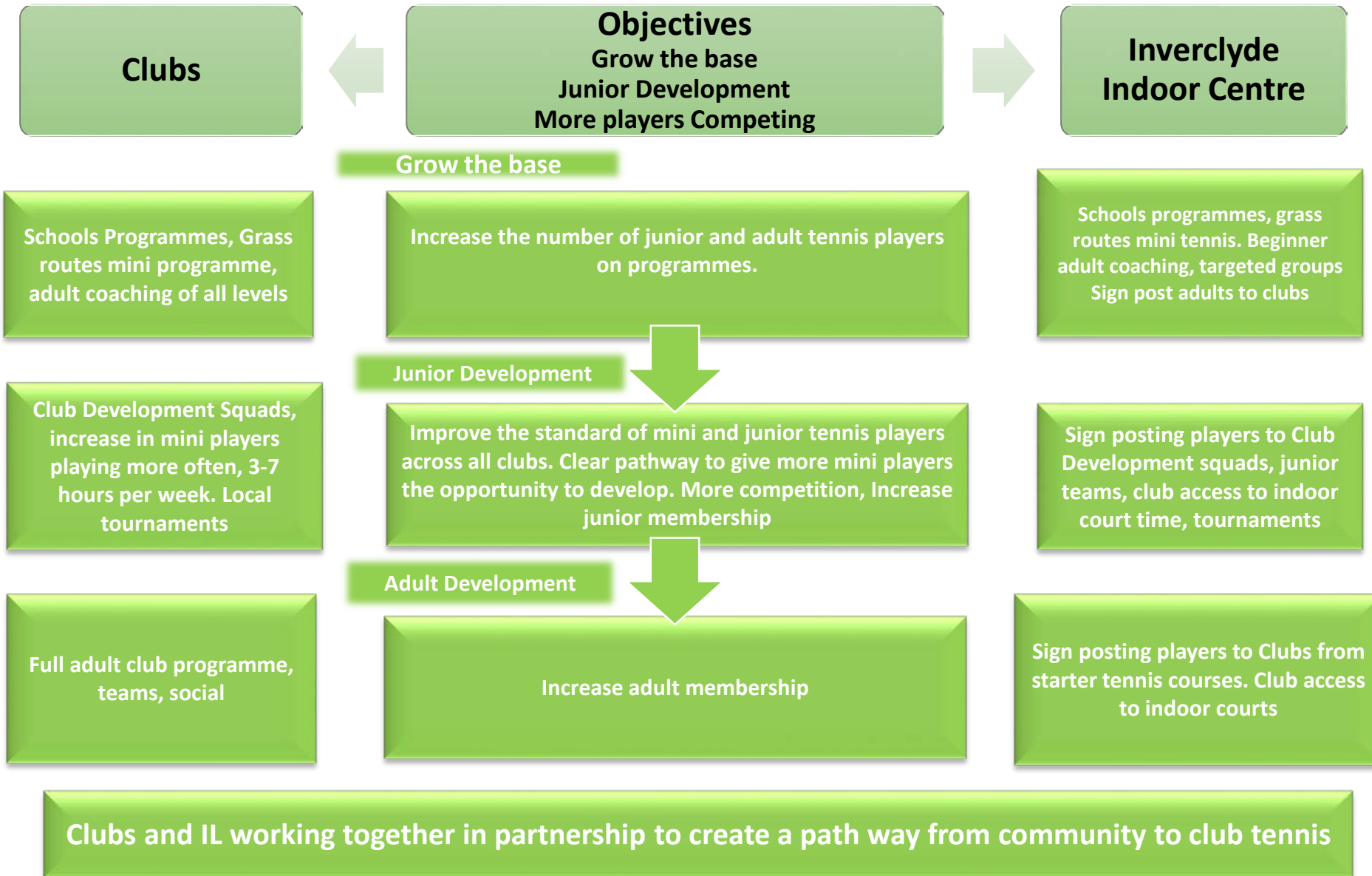
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Development Programme Inverclyde



Workforce Development

Coach CPD Calendar for IL Coaches and local club, School Coaches

Host Coach Education Courses Level 1 and 2 UKCC

Identify key community venues for Workforce to be trained and deliver programmes

Fit For Purpose coaching team in place to deliver and drive IL programmes

Player development coach/coaches to progress talented children from grass roots to programme

Established recruitment programme for coaches i.e. train and mentor within





KEY MEASURES					
Activity	2019	2020	2021	2022	2023
Indoor members	90	170	200	250	270
Tennis Club Membership Numbers	450	550	650	700	750
Primary Schools involved in an organised Tennis Activity	10	12	15	18	20
Players on Programmes at indoor Centre	100	125	150	200	250
Secondary Schools involved in an organised Tennis Activity	4	4	6	6	6
Disability monthly participants	4	8	10	12	12



Inverclyde Business Plan

Partners



3 court state of the art Tennis facility, Fitness area, Café & Toddler Soft play



Indoor Tennis Development Rankin Park

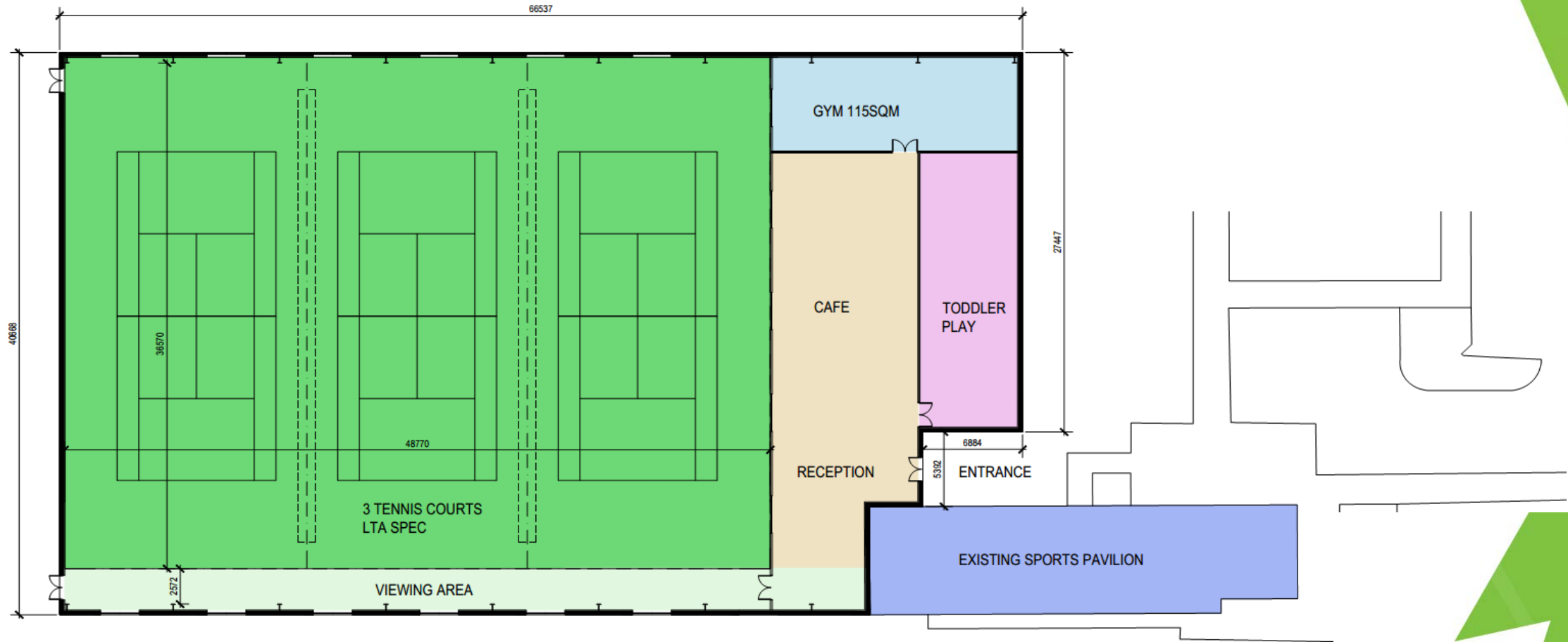


Current Facility Mix – Rankin Park

- Changing Pavilion
- 11s Grass football pitch
- Adventure Downhill Cycle track including practice area for juniors
- Car Park & hard standing surface area



Indoor Tennis Development Rankin Park



3 court development
total area 2586 sqm
internal building size for three courts
36.57m x 48.77m

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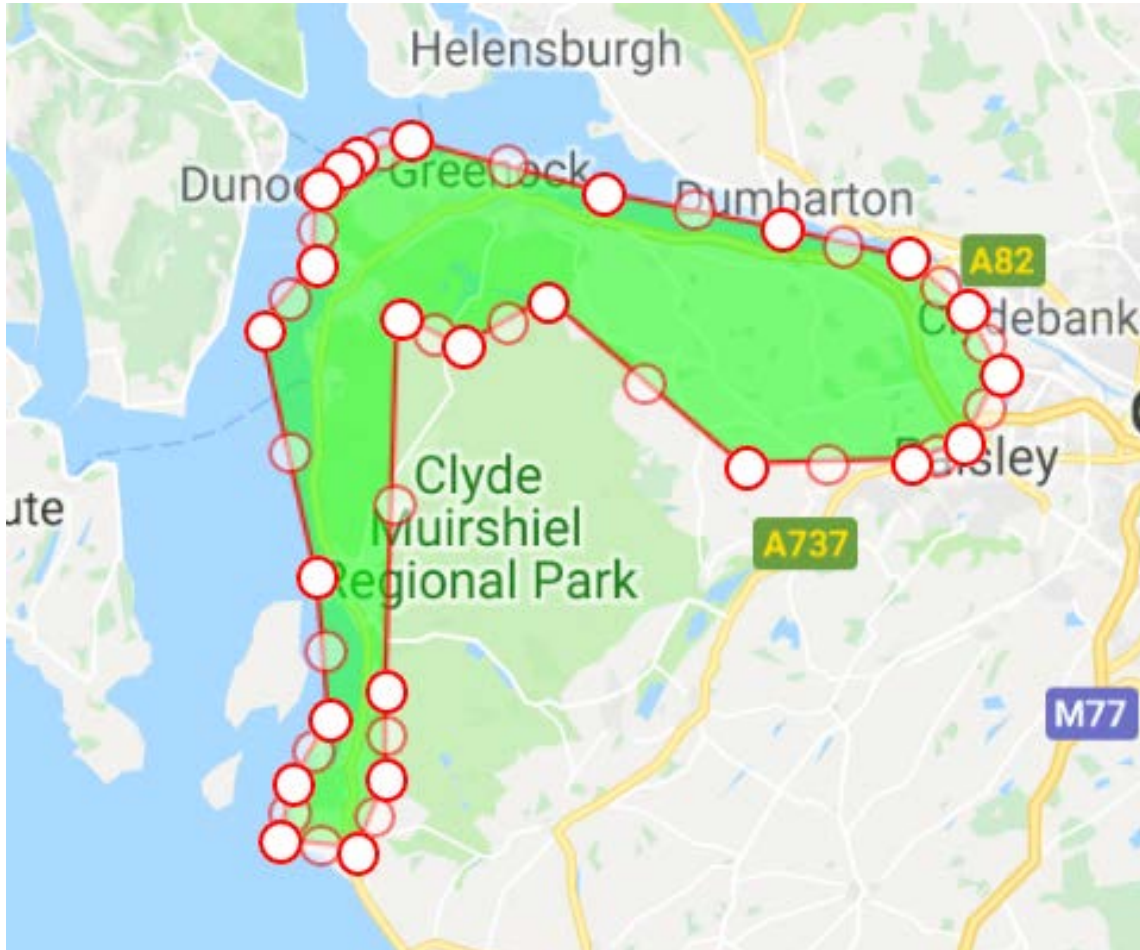
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Market Review Reach

We believe that the population pull for the facility is likely to be around 151,000 this may be seen from the map below:



Inverclyde Leisure Tennis Vision for the new facility

- To drive increased and sustained tennis participation at the centre and in the community through best practise tennis management and tennis innovation.
- Use tennis to improve lives by offering opportunities for all people of all economic & social backgrounds and disabilities to achieve their potential on and off the court.
- To tackle and challenge perceptions of tennis as an exclusive and expensive middle-class pastime and to be the leading driver defining the culture of tennis in the Inverclyde area.
- Demonstrate on court and off court success through sustainable innovative tennis initiatives.
- To unify the Community Tennis Network including key clubs in the community, all functioning with the goal of achieving objectives in the agreed community network tennis plan.
- Within 3 to 5 years to reach tennis programme maturity and achieve a sustainable bottom line with “more people playing more often” in line with the Tennis Scotland and LTA’s participation strategy.

Delivery of Products and Services

Play

For casual participants just wanting to drop in to a session or hire a court at their leisure with no commitment. All activities will be bookable online or at the venue.

Coaching

For customers who have made the decision they or their children would like to learn how to play the game. The programme will typically run all year round. All sessions will be payable by direct debit or in blocks and will be bookable online or at the venue.

Competition

We will have fun competitive competitions for all players who are on the children and adult coaching programme.

Pathway

We will have an agreed pathway from the community to club participation as detailed in Community Network Plan.

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2016 National Benchmarking Survey, Tennis Foundation on Behalf of The LTA

We have used the below information to help project the income at the tennis centre:

- Average income per court £45,000
- Highest income per court £136,850
- Lowest income per court £11,304
- Highest proportion of total income 54% coaching
- 26% pay and play
- Average income pay and play £80,500
- Highest income pay and play £206,822
- Lowest income pay and play £16,447
- Highest income programme. coaching £168,000
- Average income programme. coaching £78,100
- Lowest income programme. coaching £21,710

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Operational Requirements



- We will have a supportive relationship with Scottish Tennis West Regional Tennis Manager and work together to drive the business and participation
- The venue will be a registered “Place to Play” with the LTA and we will encourage players sign up to a British Tennis Membership.
- All our sessions and social/group sessions will be bookable online via Legend online booking system.
- We will have multiple payment options; pay and play, DD’s, annual payments and block payments.
- All of our coaches will have LTA accreditation. We will also deliver first aid and safeguarding courses that meet the LTA’s criteria.

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Operational Model



Hours of Operation

Mon – Friday 7am-9pm (open after for private hires)

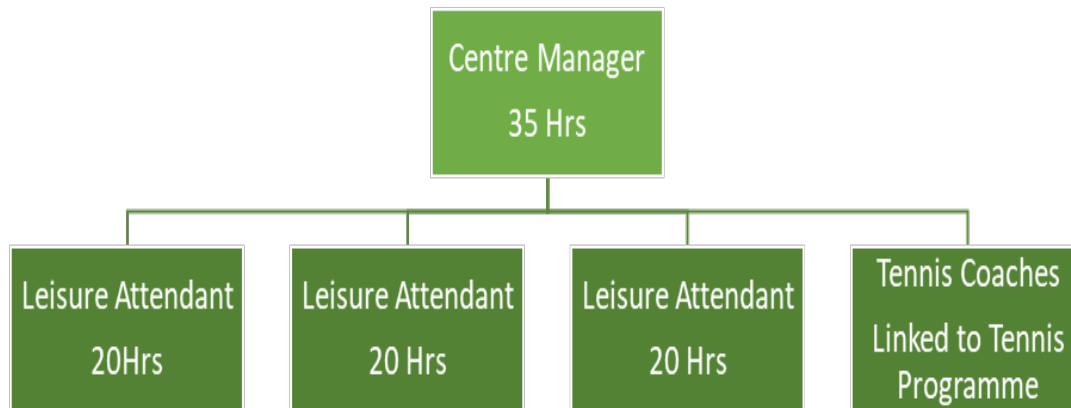
Sat –Sun 9am – 5pm (open after for private hires)

Open 86 hours a week

IL will appoint a Centre Manager, who will have overall responsibility for operations and business growth for the venue.

Key staffing deliverables include:

- Coaching staff will be employed
- The IL Area Operations Manager for leisure facilities will play an active role in developing the centre



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