

- Please stay on mute
- Ask questions in chat
- Webinar - recorded and shared



TENNIS
FOR BRITAIN

QUICK ACCESS LOAN SCHEME

AGENDA

- 1. QUICK ACCESS LOAN OVERVIEW**
- 2. CASE STUDY**
- 3. QUICK ACCESS LOAN APPLICATION PROCESS**
- 4. QUICK ACCESS LOAN DECISION MAKING PROCESS**
- 5. APPLICATION FORM STEP BY STEP**
- 6. BUSINESS PLAN**
- 7. Q&A**

QUICK ACCESS LOAN OVERVIEW

- Quick Access Loan (QAL) provides interest free loans from £25,001 up to £250,000.
- Priorities – low cost indoor structures and floodlights.
- Quick Access Loans also support:
 - Court surface upgrades to a year round playing surface
 - New tennis courts
 - Padel courts
 - Making our sport more inclusive; e.g. enabling people with a disability access to courts & tennis facilities
 - Innovation to drive membership, usage and tennis participation; especially by underrepresented groups
 - Some clubhouse developments (LTA contribution under £50k).



QUICK ACCESS LOAN OVERVIEW

- We expect you to contribute towards the project cost e.g. from reserves and/or through fundraising.
- We will not support:
 - Coaching and equipment costs
 - Routine maintenance
 - Clubhouse renovations
 - Like for like resurfacing (unless there are exceptional circumstances e.g. flooding damage)
 - Purchase of land
 - Retrospective funding
 - Facilities exclusively for other sports.
- We will only support clubs who need LTA funds.



QUICK ACCESS LOAN OVERVIEW

Who we want to work with:

- Venues supporting the LTA's vision of Tennis Opened Up:
 - relevant, accessible, welcoming and enjoyable for all members of the community
 - growing participation
 - online booking access via ClubSpark and LTA Rally.
- LTA loan funding is held and awarded by the LTA Trust Charity. The aims of the Charity are to promote community participation by providing facilities for playing tennis.
- To meet the LTA Trust's objectives projects must demonstrate how the wider community will benefit from LTA Trust investment. This should include: pay and play, coaching offers and community outreach



QUICK ACCESS LOAN OVERVIEW

Growth and community usage is assessed against benchmarks.

Court type	Members per court	Players on programme per court	Member clubs P&P bookings per court per year	Pay&Play venues P&P bookings per court per year
Outdoor unlit court	40	20	600	1400* (4 per day)
Floodlit court	60	30	600	1400* (4 per day)
Indoor court	150	75	600	2400

- Pay and Play - daily opportunities for non members to book courts at peak (evenings 6-9pm/weekends) and off peak times.
- Coaching - affordable coaching opportunities, with a programme that is accessible to non members.
- Community outreach - links with local schools, with coaches delivering tennis opportunities to school pupils; community open access days - LTA Big Tennis Weekends and outreach coaching in local parks and community settings.

QUICK ACCESS LOAN OVERVIEW

Repayment Terms

Repayment terms offered will be a maximum of 10 years. In some cases, if the loan can be repaid more readily, this may be reduced.

The first repayment is typically 6 months after funding released.

Securing LTA Trust Investment

Depending on level of funding we will look to take security unless this is impossible (facility is Council or educational establishment).

- a. For loans of £100,000 and above a legal charge will be sought on the land.
- b. For loans between £50,000 and £100,000 a restriction will be sought on the land.
- c. For loans from £25,001 to £49,999 no charge or restriction will be sought.



CASE STUDY

Eccleston Park Lawn Tennis Club

Scope: Conversion of 2 shale courts to artificial clay and installation of floodlights, providing the club with 5 artificial clay courts (4 lit).

Aim: Increase potential court utilisation for members, pay and play and coaching.

Project cost: £139k project cost.

LTA loan: £65k repaid over 7 ½ years

Club utilised £48k of club funds and £26k raised by crowdfunding.

Targeting 260 members by 2024 (34% growth).

Pay and play offer through LTA Rally, offering 150 hours per week.



QUICK ACCESS LOAN APPLICATION PROCESS

The Quick Access Loan scheme aims to provide a decision within 6 weeks of full submission of an application. We will look to offer support applicants before submission and review draft applications.

1. Identify eligible project

- Ensure project meets QAL criteria
- Discuss project with your local LTA Participation Development Partner.

2. Submit and expression of interest form

- Property Team will log the form and send through blank application.

3. Complete Application Forms

- Download and complete the application form and develop the business plan and other required documents e.g. quotes, club constitution, 2 years of accounts.
- Guidance documents and support available on the webpage.

QUICK ACCESS LOAN APPLICATION PROCESS

4. Submit Application

- Send your completed application to facilityloans@lta.org.uk.
- Include all documents specified on checklist.

5. Approval Decision Process

- The project will be considered for approval with a decision in 6 weeks for complete applications.
- Further information may be requested if required.

6. Notification of Award

- You will be notified of outcome.
- Agreements drafted and sent to successful applicants.
- Security will be taken where necessary.

7. Funding released.

- Once agreements are signed and returned, awarded funding will be released against invoices when security is in place.
- Repayment timeline starts.

QUICK ACCESS LOAN DECISION MAKING PROCESS

- Projects with funding requests of £25,001 to £50,000 approved at weekly project steering group.
- Projects with funding requests over £50,000 and up to £250,000 approved at monthly facility investment panels.
- All projects then need to be signed off by the LTA Trust with both scheduled quarterly meetings and online meetings in-between when approvals required.

QUICK ACCESS LOAN APPLICATION FORM

– Welcome and Instruction

	A	B	C	D
1	Instructions			
2				
3	Welcome to the LTA facility loan scheme application form. Each section of the application form is listed below.			
4				
5	This application form includes the following tabs for completion:			
6				
7	Application	Requirements		
8	1. About You	Details on the venue applying for the funding.		
9	2. The Project	Details of the project being proposed.		
10	3A. Tennis Membership Workings	Entry details for tennis membership numbers and price points.		
11	3B. Other Membership Workings	Entry details for any other sports and non tennis memberships provided at the venue.		
12	3C. Pay and Play Workings	Entry details for any pay and play offerings.		
13	4. Project Outcomes	Relevant KPIs measured by the LTA. These figures will be taken from your income workings.		
14	5. Cashflow	A cashflow forecast. Some figures in this forecast have data entry tabs as detailed below.		
15	6. Financial Checks	This section will complete checks as to whether the project is affordable and sustainable.		
16	7. Pre Submission Checklist	Complete checklist to ensure all documentation has been included in your application.		
17				
18	Cell Entry Information			
19		Cells this colour require you to complete the information.		
20	Select From List	Cells with this wording have a pre populated list of options for you to select from.		
21		Cells that turn this colour indicate the information that you have submitted is not in line with the criteria for funding. Prior to submitting your application, please contact the Property Team on facilityloans@lta.org.uk so we can discuss your project in more detail.		
22				
23				
24				
25				
26				
27				
28				
29				
30				
31				

Welcome and Instructions	Pre Submission Checklist	1. About You	2. The Project	3A. Tennis Member Income	3B. Other Member Income	3C. Pay and Play Income	4. Project Outcomes	5. Cashflow	Financial Checks
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QUICK ACCESS LOAN APPLICATION FORM

– Pre-submission Checklist

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	LTA Loan Scheme for Capital Projects																
2																	
3																	
4	Venue Name																
5	Pre Submission Checklist																
6																	
7																	
8	Please ensure you have the following information to hand so that it can be submitted with this application form.																
9																	
10	All relevant tabs in this spreadsheet complete										<input type="checkbox"/>						
11	All checks green										<input type="checkbox"/>						
12	2 sets of financial accounts										<input type="checkbox"/>						
13	Evidence of security of tenure.										<input type="checkbox"/>						
14	Final scheme design, lighting datapack and tendered costs										<input type="checkbox"/>						
15	Proof of planning permission where applicable										<input type="checkbox"/>						
16	Evidence of secured partnership funding.										<input type="checkbox"/>						
17	A copy of your constitution										<input type="checkbox"/>						
18	Business Plan										<input type="checkbox"/>						
19	Copy of coaching contract where applicable										<input type="checkbox"/>						
20	Technical services visit report										<input type="checkbox"/>						
21																	
22																	
23																	
24																	
25																	
26																	
27																	
28																	
29																	
30																	
31																	
32	Once completed, please submit your application to facilityloans@lta.org.uk . Please write your venue name in the email subject bar so that we can easily manage your application once submitted.																
33																	
34																	
35																	
36																	
37																	
38																	

Navigation: Pre Submission Checklist | 1.About You | 2.The Project | 3A.Tennis Member Income | 3B.Other Member Income | 3C.Pay and Play Income | 4.Project Outcomes | 5. Cashflow | **Financial Checks**

QUICK ACCESS LOAN APPLICATION FORM

- Tab 1, About You
- 1.1 Main Contact
- 1.2 Venue Details
- 1.3 Venue Information
- Registered venue.
- Security of tenure, title information.
- VAT registration.

COMPLETED EXAMPLE APPLICATION FORM	
Name	John Smith
Contact Position	Project Lead
E-mail	projectlead@exampletennisclub.co.uk
Telephone Number	1001001

1.2 Venue Details	
Venue Name	Example Tennis Club
Venue Address Incl Postcode	Priory Lane, London, SW15 5JQ
LTA County	Surrey
Local Authority	Wandsworth
Year end date of last financial statements	31/05/2018

1.3 Venue Information	
Is the venue an active LTA Registered venue?	Yes
Please state your registration number	SUR999
Which of the following categories best describes your organisation?	Club
What tenure does the site have?	Leasehold
If leasehold how many years does the venue have remaining on the lease?	18
Who is the landlord who has granted the lease?	Wandsworth Borough Council
What is the Land Registry number for the site?	IGY789JHG987
What is the Clubs constitution? If your constitution is not listed please give details of your constitution in Cell C33	Company Limited by Guarantee
Is your venue legally authorised to borrow money?	Yes
Is your venue VAT registered?	Yes
Are you able to reclaim VAT against the capital project?	No
Does the venue have the appropriate level of insurance in place (i.e. Buildings and Contents)?	Yes

QUICK ACCESS LOAN APPLICATION FORM

- Tab 1, About You
- 1.4 Facilities
- Future Sinking contributions.
- Other facilities.
- Disability access.
- 1.4 Coaching
- 1.5 Current borrowing
- Existing loans/debt.

1.4 Facilities		
Type of Courts	Number of Courts After Project Completed	Sinking Fund Requirement
Number of Porous Asphalt Courts	6	£7,200.00
Number of Acrylic Courts	0	£0.00
Number of Artificial Grass Courts	0	£0.00
Number of Artificial Clay Courts	0	£0.00
Number of Courts Floodlit	6	£3,600.00
	Total Sinking Fund	£10,800.00
Please describe other facilities at your venue here.	We have a small clubhouse and decking area which is central to the club.	
Are all the facilities at your venue accessible to all?	Yes.	

1.5 Coaching	
Please explain the existing relationship with your head coach, including financial arrangements between the two parties	
Is there a formal contract in place?	

1.6 Current Borrowing		
Type of Borrowing	Amount Outstanding	Repaid By
Bank Loan		
Members Loans		
LTA Loans 1	500	2020
LTA Loans 2	37,620	2028
Mortgage		
Other Loans (Specify)		

QUICK ACCESS LOAN APPLICATION FORM

- Tab 2, The Project
- 2.1, Project Description
- Type of project, facilities being built
- 2.2, Project Need
- Demand for project
- 2.3, Participation Growth
- Increase in participation opportunities for members and non-members

2.1 Please provide a brief description of the project

We are looking at building 2 new floodlit courts at the club on an area of land that used to house two grass courts. We will create a new pathway that will connect the two new courts to the main clubhouse and the other two hard courts that sit in front of where we plan to build. The project will include landscaping, the removal of a number of trees and the creation of a temporary access way into the club for the construction period. Once completed, we will add the gate access system to the two new courts so that we are able to offer pay and play access to the local community.

2.2 Why is the project needed?

We have reached a point where we are struggling to accommodate all the demand for court time at the club. We have successfully grown our coaching programme but in order to accommodate this growth we need to allocate extra court time which is resulting in it becoming harder for members to book a court for casual play etc. An additional two courts would allow us to continue to grow our successful programme and continue to accommodate new members to the club. Whilst we have successfully grown our membership in recent years, it is now becoming harder for us to retain our membership base and attract new members, given the pressure placed on our court availability.

2.3 How will the project grow participation?

The new courts will allow us to continue to welcome new members to the club as well as offering pay and play opportunities to the local community.

QUICK ACCESS LOAN APPLICATION FORM

- Tab 2, The Project
- 2.4 Project cost
- Description of works, cost breakdown.
- Allowance for fees, contingencies and VAT

2.4 Project Costs		
Element of Project	Brief Description	Cost
New Court Works	Two new porous asphalt courts with ducting provision for floodlights	£72,000
Works to existing courts		£0
Floodlighting	Provision of new 6.7m high LED lights to cover both courts.	£24,000
Court Covers		£0
Online Booking and Access System	Inclusion of CIA gate access system on gate.	£6,000
Fencing	Provision of new chain-link fencing surrounding the whole block with one normal access gate	£12,000
Court Equipment		£0
Social Facilities		£0
Pathway	Landscaping of a new pathway connecting the courts to the clubhouse	£3,000
Other (Please State)		£0
Other (Please State)		£0
Net Cost		£117,000
Allowance for Fees - 8%		£9,360.00
Allowance for Contingencies - 10%		£12,636.00
Allowance for VAT - 20%		£27,799.20
Total Project Cost		£166,795.20
Technical Services Fee		£1,500
Total Project Cost		£168,295.20

QUICK ACCESS LOAN APPLICATION FORM

- Tab 2, The Project
- 2.5 Project Development
- Applicant funding origin, amount
- LTA loan funding request
- Start & end dates
- Quotes
- Planning

2.5 Project development	
Have you received a technical services visit from one of the LTA technical consultants?	Yes, a technical services visit was carried out by Sports Facility Planning and Design. We have also received a specification against which quotations were received.
How much partnership funding have you secured?	£45,000
Please tell us the sources of your partnership funding?	We have secured £45,000 from the London Marathon Charitable Trust.
How much of your own funds are you using?	£39,295
Please tell us if you were unsuccessful with any partnership funding applications.?	Biffa Environmental Trust - We were unsuccessful as we are not located within the designated funding zone.
How much funding are you applying for?	£84,000
The maximum loan period will be 10 years. What repayment term are you seeking?	10
Anticipated start date	Apr-19
Anticipated end date	Jul-19
Have you obtained quotes for the work, if so how many and who are the contractors?	Yes, we have received quotes from Trevor May Contractors, Fosse Contractors and Chiltern Sports. For floodlights we have received tenders from Luminance Pro and Surface Lux
Have you obtained planning permission for the project if required?	Yes
What is the reference number for your Planning Approval if required?	WAND18/18/2001939103

QUICK ACCESS LOAN APPLICATION FORM

- Tab 3A Tennis Membership
- Membership breakdown
- Current fees, YoY growth
- Current membership figures, YoY growth

Membership Prices (annual)	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Adult							
Adult	£120.00	£120.00	£120.00	£130.00	£130.00	£140.00	£140.00
Working away	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Senior	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Student	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Family	£180.00	£180.00	£180.00	£190.00	£190.00	£200.00	£200.00
Additional category							
Junior							
Under 8	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Under 12	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Under 14	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Under 16	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Under 18	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00
Additional category							
Member numbers	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Adult							
Adult	231	250	260	265	270	275	280
Working away	0	0	0	0	0	0	0
Senior	0	0	0	0	0	0	0
Student	0	0	0	0	0	0	0
Family	49	55	60	65	70	75	80
Additional category							
Total Adult	280	305	320	330	340	350	360
Junior							
Under 8	0	0	0	0	0	0	0
Under 12	0	0	0	0	0	0	0
Under 14	0	0	0	0	0	0	0
Under 16	0	0	0	0	0	0	0
Under 18	82	90	100	110	115	120	125
Additional category							
Total Junior	82	90	100	110	115	120	125

QUICK ACCESS LOAN APPLICATION FORM

- Tab 3A Tennis Membership
- Other membership breakdown
- Current fees, YoY growth
- Current membership figures, YoY growth

Membership Prices (annual)	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Gym membership	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Social member	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Hockey	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Cricket	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Football	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Gym pay as you go	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Additional category	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Additional category	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Additional category	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Additional category	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Member numbers	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Gym membership	0	0	0	0	0	0	0
Social member	0	0	0	0	0	0	0
Hockey	0	0	0	0	0	0	0
Cricket	0	0	0	0	0	0	0
Football	0	0	0	0	0	0	0
Gym pay as you go	0	0	0	0	0	0	0
Additional category	0	0	0	0	0	0	0
Additional category	0	0	0	0	0	0	0
Additional category	0	0	0	0	0	0	0
Additional category	0	0	0	0	0	0	0

Tennis membership income	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Gym membership	£0	£0	£0	£0	£0	£0	£0
Social member	£0	£0	£0	£0	£0	£0	£0
Hockey	£0	£0	£0	£0	£0	£0	£0
Cricket	£0	£0	£0	£0	£0	£0	£0
Football	£0	£0	£0	£0	£0	£0	£0
Gym pay as you go	£0	£0	£0	£0	£0	£0	£0
Additional category	£0	£0	£0	£0	£0	£0	£0
Additional category	£0	£0	£0	£0	£0	£0	£0
Additional category	£0	£0	£0	£0	£0	£0	£0
Additional category	£0	£0	£0	£0	£0	£0	£0
Total income	£0	£0	£0	£0	£0	£0	£0

QUICK ACCESS LOAN APPLICATION FORM

- Tab 3C Pay & Play Income
- Pay and play fees, YoY growth
- Pay and play figures, YoY growth

Pay and Play Price	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Indoor							
Member indoor							
Other indoor category							
Other indoor category							
Outdoor non floodlit	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00
Outdoor Floodlit	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00
Member Floodlights	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Other outdoor category							
Pay and Play bookings	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Indoor							
Member indoor							
Other indoor category							
Other indoor category							
Indoor total	0	0	0	0	0	0	0
Outdoor non floodlit	360	400	500	600	650	700	725
Outdoor Floodlit	0	100	250	300	350	400	475
Member Floodlights	886	950	1,000	1,500	2,000	2,250	2,500
Other outdoor category							
Outdoor total	1,246	1,450	1,750	2,400	3,000	3,350	3,700
Pay and Play income	2019 Actuals	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Indoor	£0	£0	£0	£0	£0	£0	£0
Member indoor	£0	£0	£0	£0	£0	£0	£0
Other indoor category	£0	£0	£0	£0	£0	£0	£0
Other indoor category	£0	£0	£0	£0	£0	£0	£0
Outdoor non floodlit	£1,800	£2,000	£2,500	£3,000	£3,250	£3,500	£3,625
Outdoor Floodlit	£0	£1,000	£2,500	£3,000	£3,500	£4,000	£4,750
Member Floodlights	£0	£0	£0	£0	£0	£0	£0
Other outdoor category	£0	£0	£0	£0	£0	£0	£0
Total	£1,800	£3,000	£5,000	£6,000	£6,750	£7,500	£8,375

QUICK ACCESS LOAN APPLICATION FORM

– Tab 4, Project Outcome

- 4.1 Management system
- Online booking, non-member booking
- 4.2 Growth projections
- Summary of project outcomes
- 4.3 Projection explanation
- Actions to achieve projections

4.1 Venue Management System								
Please tell us the online management system that is installed at your venue.	We use Clubspark and have the membership and pay and play modules within our website.							
Can players at your venue book a court online?	Yes							
Are non members able to book a court online?	Yes							

4.2 Tennis Growth Projections								
Indicator	Enter figures for 2 prior years if available		Minimum 5 years forecasting					Total Growth
	2019 Actuals	2020 Actuals	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	
Total number of tennis members	-	-	395	420	440	455	470	184
Number of adult members	197	214	305	320	330	340	350	136
Number of junior members	63	72	90	100	110	115	120	48
Total number of pay and play users	-	360	1,450	1,750	2,400	3,000	3,350	2,990
Number of pay and play users (outdoors)	-	360	1,450	1,750	2,400	3,000	3,350	2,990
Number of pay and play users (indoors)	-	-	-	-	-	-	-	-
Coaching Programme	101	121	145	165	180	190	205	84
Adults on the coaching programme	56	69	80	90	95	100	105	36
Juniors on the coaching programme	45	52	65	75	85	90	100	48

4.3 Please give a brief explanation of the above projections and tell us how you will attract new participants through marketing and improving your tennis offer?	
<p>We are going to market a new pay and play offer via our website, this will also be promoted on our facebook and twitter pages. We have secured a small amount of funding to complete a small number of taster sessions in the build up to the three Great British Tennis Weekends that we will run in 2019. The schools that we will visit are the three primary schools in the immediate vicinity of the club. We will run a special offer for any family that join the club from this outreach work.</p> <p>Once the courts are built we will extend our current Tennis for Kids offer so that the sessions run all year round rather than the spring summer. We also plan to set up a tots programme that will run through the summer term. We are aiming to be able to run this alongside adult programme sessions so that we can encourage more families to visit the club together.</p>	

QUICK ACCESS LOAN APPLICATION FORM

- Tab 5, Cashflow
- 5.1 Income
- Actual income for last 2 years
- Membership & Pay & Play projected automatically
- Forecast projections for minimum 5 years

Months that accounts run from/to:	June to May							
	2019	2020	2021	2022	2023	2024	2025	2026
	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
5.1 INCOME								
Tennis Membership	29,608	38,178	41,700	44,000	49,000	50,700	55,900	57,700
Other Memberships			-	-	-	-	-	-
Pay and Play & Floodlights	3,123	5,344	3,000	5,000	6,000	6,750	7,500	8,375
Competitions and Events	1,201	2,200	2,400	2,600	2,800	3,000	3,200	3,400
Tennis Programme	1,500	3,317	7,000	7,000	7,000	7,500	7,500	8,000
Match Fees	1,400	2,600	2,800	3,000	3,200	3,400	3,600	3,800
Coaching Court Hire	2,560	2,875	-	-	-	-	-	-
Rental Income								
Bar Sales	7,119	8,960	9,120	9,200	9,300	9,400	9,500	9,600
Bank Interest Received								
Sundry Income								
Funding for New Courts	71,105	20,227						
Total income	A	117,616	83,701	66,020	70,800	77,300	80,750	87,200
								90,875

QUICK ACCESS LOAN APPLICATION FORM

– Tab 5, Cashflow

- 5.2 Expenditure
- Actual income for last 2 years
- Forecast projections for minimum 5 years
- 5.3 Working Capital Movements
- Factor in any debtors, creditors or stocks

	2019	2020	2021	2022	2023	2024	2025	2026
	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
5.2 EXPENDITURE								
Rent and Rates	5,119	7,189	9,000	10,000	10,500	11,000	11,500	12,000
Light and Heat	1,273	1,336	1,500	1,570	1,640	1,700	1,800	1,900
Tennis Balls	1,316	1,389	1,400	1,400				
Bar and Social	4,695	6,225	7,000	7,500	8,000	8,500	9,000	9,500
Stationary	74	467	450	450	450	450	450	450
Postage	597	433	450	450	450	450	450	450
Tee Shirts	-	-						
Maintenance	7,099	12,072	12,200	12,400	12,500	12,600	12,700	12,800
Coach/Coach Equipment	2,475	3,723	4,000	4,250	4,500	4,750	5,000	5,250
Legal Professional fees	175	218	300	300	300	300	300	300
Insurance	1,542	1,786	1,800	1,850	1,900	1,950	2,000	2,150
Team Costs	450	425	450	450	450	450	450	450
Wimbledon Tickets	1,733	-						
LTA Registration	600	850	850	850	850	850	850	850
Jack Petchy Misc. Expenditure	390	1,344	500	500	500	500	500	500
Website	1,020	1,020	1,000	1,000	1,000	1,000	1,000	1,000
Sundry	1,293	1,790	1,800	1,850	1,900	1,950	2,000	2,050
Cleaning		-						
New Court Expenditure	94,022	18,348						
Depreciation - DO NOT DELETE								
Total costs	B	123,873	58,615	42,700	44,820	44,940	46,450	48,000
Operating profit/(loss) before tax & dividends	A-B=C	(6,257)	25,086	23,320	25,980	32,360	34,300	41,225
Cashflow adjustments								
5.3 Working capital movements and non-cash items								
(Increase)/decrease in debtors & prepayments		(241)	(16)					
(Increase)/decrease in stock								
Increase/(decrease) in creditors & accruals (excl loans)		4,995	9,359					
Depreciation (will be entered automatically)		-	-	-	-	-	-	-
Other non-cash items								
D	4,754	9,343	-	-	-	-	-	-
Net cashflow from operations	C+D = E	(1,503)	34,429	23,320	25,980	32,360	34,300	41,225

QUICK ACCESS LOAN APPLICATION FORM

- Tab 5, Cashflow
- 5.4 Project Financing
- Receipt of LTA Loan
- Partnership funding
- Existing Loans
- 5.5 Capital Expenditure
- Project cost
- Past/Future capex

		2019	2020	2021	2022	2023	2024	2025	2026
		Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
		£	£	£	£	£	£	£	£
5.4 Project and club/facility financing									
Receipt of LTA Loan				84,000					
(LTA loan repayments)					(8,400)	(8,400)	(8,400)	(8,400)	(8,400)
London Marathon Charitable Trust				45,000					
Receipt of LTA Grant									
Old LTA Loan 1		(1,000)	(1,000)	(500)					
Old LTA Loan 2			(1,980)	(3,960)	(3,960)	(3,960)	(3,960)	(3,960)	(3,960)
Sport England Grant									
Total project and club financing	F	(1,000)	(2,980)	124,540	(12,360)	(12,360)	(12,360)	(12,360)	(12,360)
5.5 Capital expenditure and projects									
Application Project Cost				(168,295)					
Other asset purchases								(60,000)	
Total capital expenditure	G	-	-	(168,295)	-	-	-	(60,000)	-
5.6 Tax									
Tax received									
(Tax paid)									
Total tax cash movement	H	-	-	-	-	-	-	-	-
5.7 Cash									
Net Cash Movement	Sum E:I	(2,503)	31,449	(20,435)	13,620	20,000	21,940	(33,160)	28,865
Cash balance brought forward (ensure agrees to accounts)		50,239	47,736	79,185	58,750	72,370	92,370	114,310	81,150
Cash balance carried forward (CF)		47,736	79,185	58,750	72,370	92,370	114,310	81,150	110,015
non S/F cash (C/F should always be more than the S/F)		36,915	61,150	40,715	43,535	52,735	63,875	19,915	37,980
5.8 Sinking Fund (S/F)									
Balance B/F		8,416	10,821	18,035	18,035	28,835	39,635	50,435	61,235
(Movement Out)									
Movement In (Tennis)		2,405	7,214		10,800	10,800	10,800	10,800	10,800
Movement In (Other Facilities)									
Balance C/F		10,821	18,035	18,035	28,835	39,635	50,435	61,235	72,035

QUICK ACCESS LOAN APPLICATION FORM

- Tab 5, Cashflow
- 5.6 Tax
- Any tax amounts
- 5.7 Cash
- Cash balance carried forward from first year of accounts
- 5.8 Sinking Fund
- Contributions to SF per annum
- Movement of funds out

		2019 Actuals £	2020 Actuals £	2021 Forecast £	2022 Forecast £	2023 Forecast £	2024 Forecast £	2025 Forecast £	2026 Forecast £
5.4 Project and club/facility financing									
Receipt of LTA Loan				84,000					
(LTA loan repayments)					(8,400)	(8,400)	(8,400)	(8,400)	(8,400)
London Marathon Charitable Trust				45,000					
Receipt of LTA Grant									
Old LTA Loan 1		(1,000)	(1,000)	(500)					
Old LTA Loan 2			(1,980)	(3,960)	(3,960)	(3,960)	(3,960)	(3,960)	(3,960)
Sport England Grant									
Total project and club financing	F	(1,000)	(2,980)	124,540	(12,360)	(12,360)	(12,360)	(12,360)	(12,360)
5.5 Capital expenditure and projects									
Application Project Cost				(168,295)					
Other asset purchases								(60,000)	
Total capital expenditure	G	-	-	(168,295)	-	-	-	(60,000)	-
5.6 Tax									
Tax received									
(Tax paid)									
Total tax cash movement	H	-	-	-	-	-	-	-	-
5.7 Cash									
Net Cash Movement	Sum E:I	(2,503)	31,449	(20,435)	13,620	20,000	21,940	(33,160)	28,865
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(Movement Out)									
Movement In (Tennis)		2,405	7,214		10,800	10,800	10,800	10,800	10,800
Movement In (Other Facilities)									
Balance C/F		10,821	18,035	18,035	28,835	39,635	50,435	61,235	72,035

QUICK ACCESS LOAN APPLICATIONS

Business Plan

- Submitted alongside application form and cash flow
 - Informs the forecast projections for income, expenditure and increase participation in the cash flow.
 - Needs to show how projections will be met and actions that will be taken.
 - Guidance documents available on the website.



QUICK ACCESS LOAN APPLICATIONS

What we look for from new submissions:

1. Project meets facility type eligibility criteria.
2. Project is affordable and the LTA loan can be repaid with sinking fund in place.
3. Forecast financials and growth realistic/achievable and meet LTA benchmarks.
4. Project meets LTA's aim's and objectives around community usage, pay and play and 'Tennis Opened Up'.
5. Business plan supports forecast projections and LTA aims.
6. The venue has 3 quotes from SAPCA registered contractors.

PARTNERSHIP FUNDING

We want the Quick Access Loan scheme to support as many venues as possible. We are looking for venues to invest reserves, investigate and secure funding from a variety of sources to support the project also.

- There is the expectation that venues have sought other sources of funding.
- However our previous 50/50 minimum requirement is no longer in place.

But, we also understand partnership funding can be difficult to secure. Below can help:

1. Sport England: <https://www.sportengland.org/how-we-can-help/our-funds>
2. Easy Fundraising: <https://www.easyfundraising.org.uk/lta>
3. Charitable trusts
4. Landfill trusts – entrust, Biffa
5. CSR funding - Aviva
6. Local Authority - s106/CIL funding
7. Conduct local searches in your area: <https://sapca.org.uk/funding/>

VENUE SUPPORT TOOLKIT

LTA's venue support hub - providing information, resources and support to help you manage, develop and grow your tennis venue and get more people playing tennis.

- **Club Management** – Succeed with the right structure, leadership and plan.
- **Membership Growth** – Understanding your members and visitors needs and wants is key to the creation of new products and playing opportunities at your club
- **Membership Retention** – Resources to help you focus on strategy to retain members, build loyalty and how you can start tracking your own attrition or churn rate.
- **Financial Sustainability** – assure your club's future through strong financial management.
- **Programming and Court Utilisation** – Maximise court usage; sweating your assets
- <https://www.lta.org.uk/workforce-venues/tennis-venue-support/>
- Venue Registration and the benefits of registration
- Dedicated delivery network and [venue webinars](#)

Venue Support Toolkit

Welcome to the LTA's venue support hub - providing the information, resources and support to help you manage, develop and grow your tennis venue and get more people playing tennis.



Coronavirus (COVID-19) - Advice for venues

This page aims to answer some of the key questions being asked by our venues and will be



Venue Registration

Learn more about our annual scheme for tennis venues across Great Britain to become a member of LTA.



Club Forum Webinars

We are delivering a calendar of webinars across all the topics within the LTA Club Support Toolkit. You'll get an overview of the topic.

Q&A