



# Transforming Scottish Indoor Tennis Fund

GUIDELINES



## Tennis Scotland, sportscotland and the Lawn Tennis Association are delighted to announce an exciting new partnership between the organisations with the launch of the new Transforming Scottish Indoor Tennis Fund.

The Transforming Scottish Indoor Tennis Fund, which is a key part of the Transforming British Tennis Together initiative, will see a significant investment into Scottish tennis facilities over the course of the next 10 years, with £15m committed by this partnership, for the development of regionally based indoor tennis centres in Scotland.

We want to work with organisations that are as committed as we are to developing indoor tennis facilities, and to ensuring that more people have the opportunity to enjoy the sport, all year round – whether they are a social player or a future champion. We want to convert an interest in the game into active participation.



## FOREWORD

**We want to continue to inspire the next generation of players in Scotland. As such The National Tennis Centre at the University of Stirling will continue to be a strategic priority for Tennis Scotland at every level of tennis development and will be home to the Tennis Scotland performance programme and the new Great Britain National Academy.**

We recognise that facilities have a key role to play in achieving this vision, which is why we want to develop high quality indoor facilities that are accessible, affordable and inclusive to new and existing tennis players. We also recognise this needs

strong partnerships at a community level to develop and deliver successful projects.

Scotland has invested significantly in sports facilities over the last 20 years as part of a vision to develop a world class sporting system for everyone. There is now the opportunity, through this Fund, for organisations with ambition and vision, to transform tennis provision in Scotland where the climate dictates that more indoor facilities are not simply an option, but a necessity.

That's where the **Transforming Scottish Indoor Tennis Fund** comes in.

This major new capital investment programme offers the tennis community in Scotland the opportunity to work with us to

deliver against our exciting plans. We are looking for organisations that share our vision, to create tennis facilities supported by a development plan that will act as a catalyst for tennis in their community supported by key tennis partners such as clubs and schools. This collaborative approach to developing and growing the game will make it easier for new and existing players to actively participate in tennis.

If you share our vision and know how to make this happen in your area, we want to help you realise this vision and create networks across Scotland with new indoor facilities at their heart. This guide is designed to assist you to develop your application for an indoor tennis project for your community.

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# COMMUNITY TENNIS NETWORKS

As part of your application to the Transforming Scottish Indoor Tennis Fund, you will be asked to submit a 'Community Tennis Network Plan'. This is a development plan outlining how the indoor courts will have an impact on tennis within the area. However we want you to work with local partners such as tennis clubs and schools, to ensure the plan drives change throughout the Community.

For further guidance and support with this please contact your Regional Development Manager.



## THE MISSION

### We're thinking nationally:

The Transforming Scottish Indoor Tennis Fund will enable us, with your help, to deliver a national strategy to create a network of regionally based indoor tennis centres in Scotland. We want to ensure that the majority of the country has access to a high quality indoor tennis centre.

### We're thinking bigger:

So if your idea involves a number of organisations (e.g. local authorities, leisure trusts, charities, clubs, schools, universities, colleges, etc.) working together, we'd love to hear from you. Our vision is for each project to be supported by a 'Community Tennis Network' working together to build meaningful, sustainable partnerships and projects with indoor tennis courts at their heart.

### We're thinking collaboratively:

While maximising club members' participation in the sport is great, we're taking a wider focus. We want to work with people and organisations that have ideas about how they can use their facilities and networks to spread tennis to a diverse range of people by developing grassroots tennis in a more inclusive way, increasing participation as a result.

### We're thinking bolder:

We want to support projects that will be truly transformational and will put tennis on the map in the local area, ensuring the community is excited about being involved and participating in tennis. Projects should have an impact developing the sporting pathway right across Scotland.

### We want you involved:

This is a regional focused initiative and you're perfectly placed to see the opportunities that other organisations may not. We believe it's these ideas – formulated by people working together in their areas – that will make a real difference to diversifying and increasing participation in tennis and will help ensure tennis is part of all our communities.

**This is your chance to help us make a real difference to our current and future tennis players in Scotland.**



# PRIORITY AREAS

Tennis Scotland is developing a national facilities strategy for the provision of tennis courts across the country and as part of this work has identified a number of priority locations for indoor tennis court developments. This is in line with demand, supply, geographical gaps, strategic need, opportunity, and growth potential.

**The Transforming Scottish Indoor Tennis Fund** aims to establish a network of regionally based indoor tennis centres across Scotland to support the development of the sport at all levels and provide greater capacity and all year round play across Scotland. Our investment will be focussed on delivering projects that support the strategy and all growth plans of Tennis Scotland. Therefore if there are indoor tennis court projects that are not listed in

these priority areas, they may still be considered. Also it should be noted that where there is a well-established tennis demand, there may be further opportunity to significantly enhance the tennis offer and deliver further growth.

PRIORITY AREAS
Dumfries + Galloway
Dundee
Edinburgh
Glasgow
Highland
Scottish Borders

In addition to these priority areas, there are further geographic gaps, which we would welcome applications from. These gaps have been informed by modelling work undertaken by us, based on a reasonable travel distance to the majority of the population, albeit there may not currently be a well established tennis demand in these areas. We are however keen to increase the capacity of indoor tennis courts across the country.



OTHER AREAS
Aberdeen
Aberdeenshire
Fife
Moray
North Lanarkshire
Inverclyde

# THE FACILITY REQUIREMENTS

Our overall aim is to get more people playing tennis at every level, but in order to achieve this, people need to have access to high quality tennis facilities where people can play, in good or bad weather. Indoor tennis courts offer a year round solution, however, we do recognise that they need to complement outdoor court provision. With this in mind, we will be prioritising indoor tennis centre proposals that meet the following requirements:

- Address the identified regional gaps across Scotland.
- There is a clear demand for the facility.
- Will deliver the core facilities.
- Will deliver 3 or more indoor courts – up to 6 in areas of high demand.
- Is part of a multi sport facility.
- Forms part of Tennis Scotland's strategy for "Growing the Game" (Delivering The Legacy).

The purpose of the Transforming Scottish Indoor Tennis Fund is to create accessible indoor tennis facilities only. We have outlined below the general site and facilities information as well as the core facilities requirements, which we expect to be included in any application to the Transforming Scottish Indoor Tennis Fund. However, if you have a proposal that does not quite meet these requirements, please contact us as we may still be able to assist with the development.

# INDOOR TENNIS CENTRES IN SCHOOL ENVIRONMENTS

The purpose of the Transforming Scottish Indoor Tennis Fund is to create accessible indoor tennis facilities only. TSIT Funding may be available to projects within a school environment, however, this fund is not to be used to construct any internal sports spaces required to meet curriculum delivery or to address a shortfall in sports accommodation provision to meet the sportscotland design guidance for secondary school sports facilities.

Community access will be required to these facilities throughout the day, including within school hours. Precedent examples in Scotland show that a well run indoor tennis centre, with the right balance of programmes and coaching, and

community access throughout the day, should be well used by tennis players and should not have any limitations to access within the hours of 8am and 10pm, 7 days a week, 50 weeks a year.

In addition to the above considerations, any application will need to demonstrate fully how it will meet our equality and inclusion objectives within their particular school environment and demonstrate a clear financial need for TSIT funding to build the centre.





## GENERAL SITE INFORMATION

It is important that the proposed site contains enough space to accommodate the indoor tennis centre as well as provide additional parking if required. It may also be worth considering space for outdoor courts or the potential extension of indoor provision in the future.

It is also crucial to the success of the Community Tennis Network that the indoor tennis centres are accessible to the wider community and therefore you should consider public transport links, walking and cycling routes when determining the right site for the community indoor tennis centre. The site should act as a hub for the

Community Tennis Network and be accessible to players from the clubs and parks within this network and wider region. You should also consider how the centre will operate and be available to the tennis community throughout the day, week, month and year.

## DESIGN CONSIDERATIONS

We envisage that the majority of the indoor tennis centres will be constructed using a tensile fabric roof structure. This type of construction offers a value for money solution, and based on a 4 court option, can be constructed for approximately £1.5m. Note: No allowance has been made for VAT, fees or any other project or site specific costs in this amount.

We have developed a number of Transforming Scottish Indoor Tennis Case Study sheets to illustrate the high quality indoor environment that we are looking to be delivered through this Fund. These are available to download at [www.tennisscotland.org/facilities](http://www.tennisscotland.org/facilities)

Traditional construction will be considered but additional funding will not be available.

Where the proposal is located adjacent to or adjoining an existing multi sports facility, you must show how the facilities will be connected.

## CORE FACILITIES

Our preference is to invest in existing sites with existing infrastructure (e.g. café, carpark, gym, leisure centre) and customer base, which may or may not have tennis already on site. The following core facilities are required to be included in the indoor tennis centre however some of this accommodation may already be provided as part of an existing centre.

- 3 or more Indoor tennis courts to LTA requirements. Refer to our website – [www.tennisscotland.org/facilities](http://www.tennisscotland.org/facilities)
- Number of indoor courts to be determined by applicant and appropriate to the regional gaps demonstrated and agreed in consultation with sportsotland, LTA and Tennis Scotland.
- Sports surface of courts to be acrylic and permanently lined for tennis only.
- Inclusive and accessible changing accommodation and toilet facilities appropriate for number of courts.
- Reception and viewing / social area / cafe.
- Dedicated storage space adjacent to tennis courts.
- M+E Plant should be appropriate to design proposal – including dehumidifier, where required – and LED lighting should be specified.

### Supplementary Facilities

In addition, it may also be worth considering the following facilities;

- Spectator seating overlooking the courts.
- Office / meeting room accommodation for coaches and staff.
- Retail Unit for tennis equipment and hire.

# FUNDING

For each successful application to the Transforming Scottish Indoor Tennis Fund, we will invest up to two thirds of the eligible capital costs for the indoor courts and any ancillary core facilities required. This will be based on a maximum of up to £250,000 per court towards the tennis hall and up to £250,000 towards the ancillary facilities. The remainder of the funding must be provided by the applicants own funds or from others.

Please note that all awards will include a Lawn Tennis Association

interest free loan funding element. This will make up 12.5% of the total award amount, and will be repayable over a 10 year period with repayments commencing 1 year after project completion. This will allow applicants a period of time to establish their business plan prior to repaying the loan element of the award. Repayments will be made on a bi-annual basis.

Each project is likely to be different, driven by a number of factors including the demand in your area, therefore the level of funding is likely to vary from

project to project. The TSIT Fund has been based on examples of lightweight structure and fabric roof design which meet the aspiration and need of the TSIT Fund. Alternative types of construction will be considered, however, any additional costs associated with other types of construction will need to be met by the applicant or others.

The following table provides some examples of the maximum level of investment for different projects.

EXAMPLE PROJECT	PROJECT COST	MAXIMUM AWARD	AWARD PROFILE
3 COURT FRAMED FABRIC TENNIS HALL	£1,125,000	£750,000 (66%)	SS GRANT: £375,000 LTA GRANT: £281,250 LTA LOAN: £93,750
4 COURT FRAMED FABRIC TENNIS HALL	£1,500,000	£1,000,000 (66%)	SS GRANT: £500,000 LTA GRANT: £375,000 LTA LOAN: £125,000
4 COURT FRAMED FABRIC TENNIS HALL INCLUDING REQUIRED CHANGING ROOM AND TOILETS	£1,800,000	£1,200,000 (66%)	SS GRANT: £600,000 LTA GRANT: £450,000 LTA LOAN: £150,000
4 COURT TRADITIONAL CONSTRUCTION, STEEL FRAME AND CLADDING TENNIS HALL	£2,000,000	£1,000,000 (MAXIMUM AWARD FOR 4X COURTS)	SS GRANT: £500,000 LTA GRANT: £375,000 LTA LOAN: £125,000
4 COURT TRADITIONAL CONSTRUCTION, STEEL FRAME AND CLADDING TENNIS HALL INCLUDING REQUIRED CHANGING ROOM, TOILETS AND CAFÉ SPACE	£2,600,000	£1,250,000 (MAXIMUM AWARD FOR 4X COURTS AND ELIGIBLE CORE FACILITIES)	SS GRANT: £625,000 LTA GRANT: £468,750 LTA LOAN: £156,250

sportscotland, Tennis Scotland and the LTA reserve the right to adjust award levels in exceptional circumstances.

Additional facilities, which are not core or supplementary facilities, such as additional spaces for other sports as part of the overall project, may be constructed but will not be eligible for any funding through the TSIT fund.



# STAGE 1

# STAGE 2

## THE APPLICATION PROCESS

We are asking interested partners to complete a short, online Expression of Interest form which will allow us to register your interest in the Fund. Following this expression of interest there is a two stage application process.

Tennis Scotland's Development Team and sportscotland's Facility Team will work with you to help and assist during the application process.

The Expression of Interest and Stage 1 application forms are available at

[www.tennisscotland.org/facilities](http://www.tennisscotland.org/facilities)

The Stage 1 application is designed to allow us to make an initial assessment of the projects eligibility against the aims of the Transforming Scottish Indoor Tennis Fund in a timely and cost effective way.

To support our consideration of your Stage 1 Application, you must provide us with the following information as a minimum:

- A completed Stage 1 application form, signed by the lead applicant.
- A draft Community Tennis Network plan, listing all partners involved.
- A draft Business Plan including financial projections.
- An outline programme of use setting out who will use the facility and when.
- Indicative design proposals, including site layout, sketch plans and outline costs.
- Minimum of draft legal documents regarding the security of tenure on the site.

It is important that you know how your application will be assessed against the following 5 key areas:

- Sports Impact / Community Tennis Network Plan
- Equality and Inclusion
- Design and Technical
- Management and Operation
- Financial and Legal

If your Stage 1 application is successful, we will write to advise you of this and provide you with a Stage 2 application form to complete.

If we feel that the Stage 1 application is not sufficiently detailed or advanced in with the business plan, technical information or tennis network plan, then we may choose to defer your application until the subsequent application round deadline. We would then work with you to develop your proposals for review at a later date.

If your application cannot be funded through the TSIT Fund, or your proposals do not meet the priorities, aspirations or core requirements of the fund, your application may be declined and we will write to you informing you of the reasons behind our decision.

This is a more detailed application and may take between 6 and 12 months to complete and Transforming Scottish Indoor Tennis Fund Facility Manager and Regional Development Manager will assist you in developing your proposals during this stage.

We will require more detailed operational, financial and management information accompanied by a developed Community Tennis Network Plan, Business Plan for the indoor facility and Cashflow and Key Performance Indicator proformas.

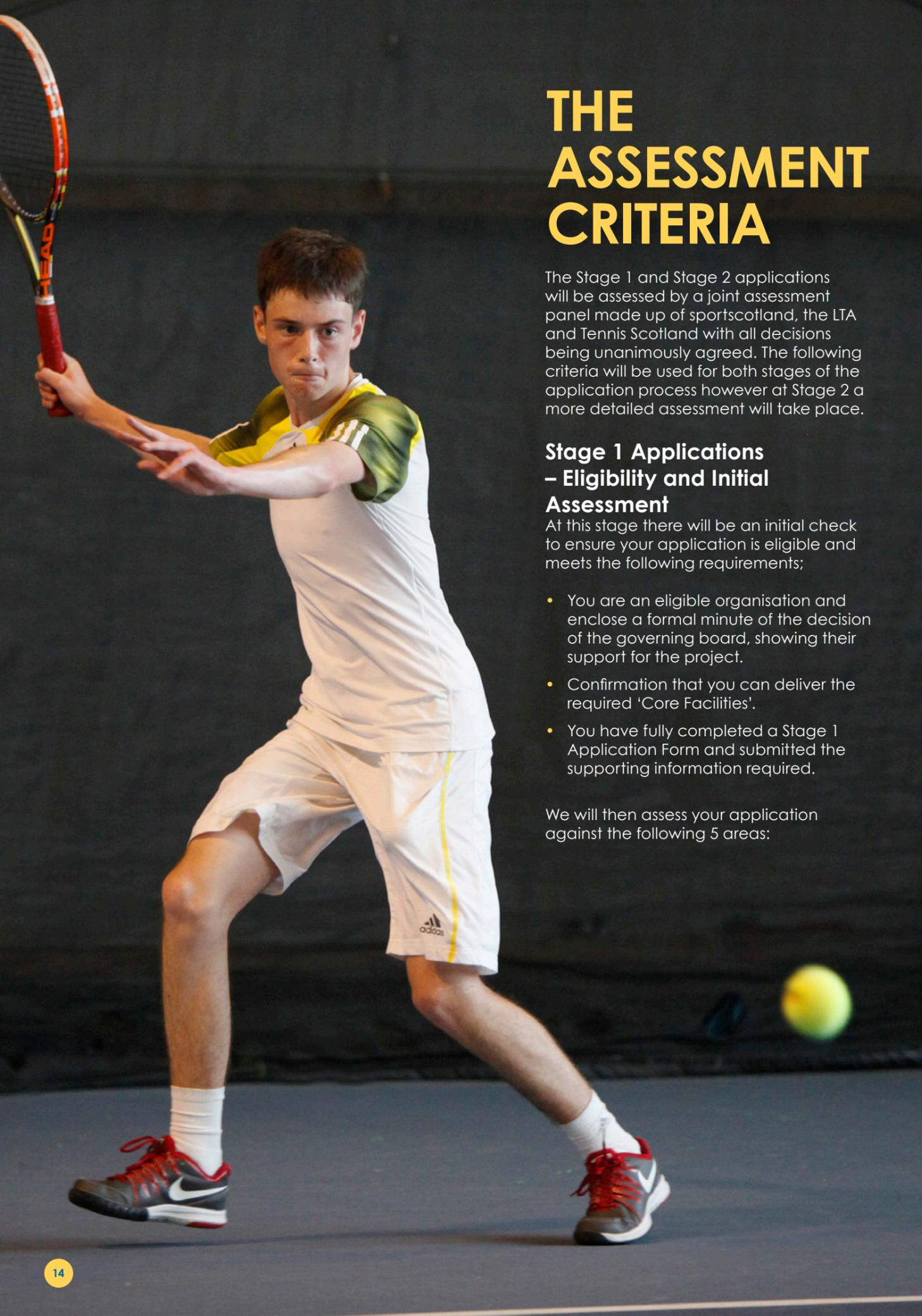
Design proposals developed up to the RIBA Plan of Works Stage 3 and confirmation that a planning application has been submitted to the local authority for the proposal.

### Key Dates

Key dates and timescales for the application process are set out below:

KEY DATES	DATE
EXPRESSION OF INTEREST FORM ON TENNIS SCOTLAND WEBSITE	AVAILABLE ONLINE
TSIT STAGE 1 FORMS ON TENNIS SCOTLAND WEBSITE	AVAILABLE ONLINE
2018 FUNDING APPLICATION SUBMISSION DATES	1ST AUGUST 2018, 1ST NOVEMBER 2018
SUBSEQUENT ANNUAL FUNDING APPLICATION SUBMISSION DATES	1ST MARCH, 1ST JUNE, 1ST SEPTEMBER, 1ST DECEMBER (QUARTERLY)
APPLICATION PROCESS	TIMESCALES (APPROX.)
EXPRESSION OF INTEREST ACKNOWLEDGEMENT	2 WEEKS
STAGE 1 ASSESSMENT	3 MONTHS
STAGE 2 ASSESSMENT	3 MONTHS

sportscotland, the LTA and Tennis Scotland reserve the right to vary this timetable and will notify interested parties of any changes.



# THE ASSESSMENT CRITERIA

The Stage 1 and Stage 2 applications will be assessed by a joint assessment panel made up of sportscotland, the LTA and Tennis Scotland with all decisions being unanimously agreed. The following criteria will be used for both stages of the application process however at Stage 2 a more detailed assessment will take place.

## Stage 1 Applications – Eligibility and Initial Assessment

At this stage there will be an initial check to ensure your application is eligible and meets the following requirements;

- You are an eligible organisation and enclose a formal minute of the decision of the governing board, showing their support for the project.
- Confirmation that you can deliver the required 'Core Facilities'.
- You have fully completed a Stage 1 Application Form and submitted the supporting information required.

We will then assess your application against the following 5 areas:

# ASSESSMENT AREAS

## Sports Impact / Community Tennis Network Plan

- Are the partners within the network appropriate?
- Why does the network want to deliver this project and what's the long term vision for tennis?
- What are the current challenges for tennis in the area / network?
- Local competition from other venues, sports, activities etc
- Does the network plan meet the needs of tennis in the area?
- Does the network plan cater for all aspects of tennis development; participation, disability tennis, competition, workforce development etc?
- Are there strategic links to other programmes ie. Active Schools, Community Sports Hubs
- Is there clear evidence that the applicant(s) is committed to the broader goals of the network plan?

## Equality and Inclusion

- Are there plans to ensure the facility provides more and better opportunities for the inactive to become active, and for underrepresented groups, people from SIMD communities and those who experience other forms of inequality or exclusion, to be given the opportunity to participate in tennis?

## Design + Technical

- Is the proposed site appropriate: size; location; and accessibility?
- Is the proposal part of an existing sports facility?
- Is the proposed design and layout of the facilities appropriate – are they accessible, inclusive and do they meet the needs of tennis at every level?
- Does the proposal deliver the TSIT 'Core Facilities'?
- Are the projected capital costs realistic for the proposal and do they represent value for money?
- Is planning permission likely to be achievable and are timescales realistic?

## Management + Operation

- Is the venue managed by a volunteer committee or professional team?

- Are there strong operational plans and governance in place?
- Does the venue meet the minimum requirements for safe and welcoming environment e.g. safeguarding
- How is the coaching programme managed?
- Are staffing levels appropriate?
- Does the coaching programme generate an income for the venue?
- Will the management of the venue change once the project has been completed?
- Does the venue have a strong approach to marketing and promotion?
- Is the venue effectively communicating with its existing members/players?
- Is the venue using an online management system?
- Does the venue offer a range of non-coaching activities for members/players?
- Does the applicant have previous experience of delivering successful projects?

## Financial + Legal

- Does the cash flow and business plan provide evidence of a sustainable operation
- Are the accounts audited
- Can the applicant cover the sinking fund and any loan repayments
- Is the cash flow realistic and does it match the business plan
- Does the cash flow tie back to the audited accounts
- Other borrowing details e.g. external loans and terms
- How much capital and revenue is the applicant contributing to the proposal?
- Will there be any legal issues prohibiting the proposals being achieved?
- Is there Security of Tenure over the site?
- Are the financial sums included in the revenue plans sufficient to cover the long-term sustainability of the project, particularly in areas such as maintenance sinking funds
- Has the applicant taken account of realistic lifecycle costs in their projections?



At Stage 2, on submission of a completed and signed Stage 2 application form, we will assess applications using the same 5 key areas however we will expect you to have developed your proposal and application in greater detail.



# TRACKING SUCCESS

Transforming British Tennis Together is focused on building a lasting legacy for grassroots tennis. So getting investment for your project is really just the start. From there, we need to work together to make sure it gets off the ground quickly and remains successful for years to come – and that means taking regular steps to make sure we're on the right track.

Together, we'll establish some key goals (this might be how many court bookings a venue receives, or the number of new players signing up for coaching, for example) so we can measure the ongoing impact you're having in your community.

As we've mentioned before, all projects need to have a plan for how they will report on their progress on an annual basis including;

- Memberships, where appropriate
- Pay + Play activity
- Court Utilisation
- Programme numbers
- Club and school access



# TRANSFORMING SCOTTISH INDOOR TENNIS ENQUIRIES

Your area Tennis Scotland Regional Manager will be able to advise you on developing your Community Tennis Network Plan.

For more information on the Transforming Scottish Indoor Tennis Fund or to discuss your project further contact;

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# FREQUENTLY ASKED QUESTIONS

## Q: Who can submit an application?

A: An organisation submitting an application to the Transforming Scottish Indoor Tennis Fund must be the lead applicant within a Community Tennis Network.

## Q: Does any one organisation need to lead the proposal.

A: Yes, a lead applicant must submit the application to the Transforming Scottish Indoor Tennis Fund. The lead applicant will tend to be the organisation in the partnership who owns the proposed site and/or who is providing the applicant funding for the facility. This is the organisation that we will be entering into a contractual position with for the funding.

## Q: Who can't submit an application?

A: Individuals working alone and/or commercial companies, regardless of their expertise or experience. All involved in the network need to be organisations.

## Q: We are a Club who would benefit from an Indoor Tennis Centre. Can we apply?

A: Yes. However, our priority is for indoor tennis centres with 3 or more courts attached to multi-sport facilities. We want to create regional centres that benefit the wider tennis community in an area where there is an established need – not just for the benefit of one Club.

## Q: Tennis isn't popular in our area, but an Indoor Tennis Centre would help drive more participation. Can we apply?

A: Yes – Initially, you should work with Tennis Scotland's Regional Development Managers and other like-minded clubs and groups in your area to develop a vision of how collectively you will deliver tennis together. Once this is underway, and you have a demand for an indoor tennis centre, then you can get back in touch and discuss how to apply.

## Q: Can we also apply for funding for the project from other Tennis Scotland / LTA Facilities Fund or sportscotland's Sports Facilities Fund as part of the project funding?

A: No. The Transforming Scottish Indoor Tennis Fund is independent and separate from the above funds and no other investment from sportscotland or Tennis Scotland will be made on these projects.

## Q: My area is not identified as a geographic gap but we have an active tennis community. Can I still apply?

A: Yes – contact your Tennis Scotland Regional Development Manager for more details.

## Q: Is funding only for creating playing spaces?

A: No. Eligible ancillary facilities, as defined in the core facilities, will be considered as part of the project costs, where appropriate. We can advise on this as your proposals develop.

## Q: Can we only take the sportscotland and lesser LTA grant funding without the loan element?

A: No. The make up of the funding is non-negotiable. Applicants must take the full grant/loan package, if successful.

## Q: When will we know if we've been successful?

A: We anticipate the assessment process at Stage 1 and Stage 2 taking 3 months in each case. We will be in touch throughout the assessment process and may ask for more information or clarification on your application.

## Q: Will the funding cover the cost of maintaining the facility.

A: No. We're looking to help build a lasting legacy for tennis in your area. That means projects need to be self-sustaining and, as part of the application process, we'll be looking at how you plan to keep your project going in the long term. The long term commitment to maintaining the facility for tennis for 25 years from the project completion will be a condition of any award.

