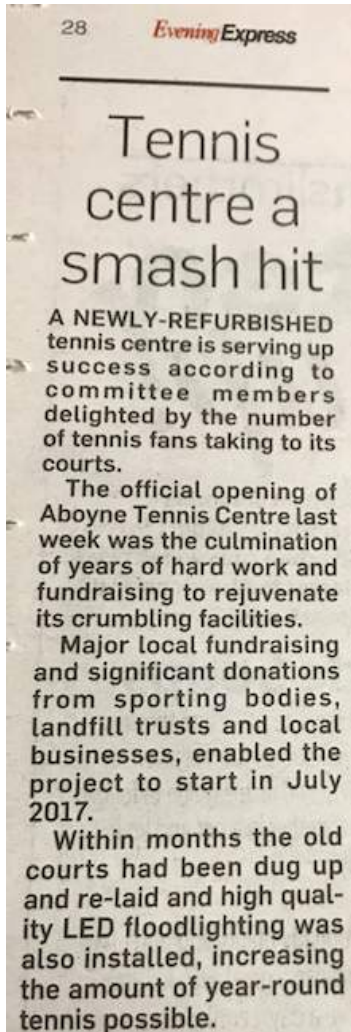


Our Club Facilities Project



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**What we learned..
..and you should know!**



Late 2015, thirty years after the 4 courts were last re-laid



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2018, new courts new floodlights



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38 trees removed

Low power, long-life
LED floodlights

Fully re-surfaced with porous tarmacadam

Timeline



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Oct 2015 Kick off & sub-committees formed

2016

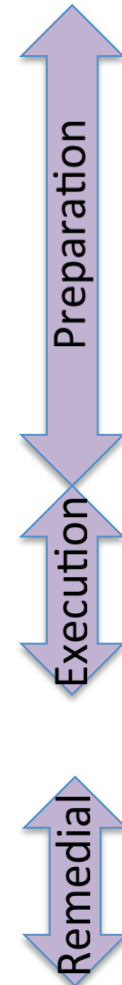
- 1Q - stakeholders engaged
- 2Q - scope & costs finalised
- 2H - funding applications prepared

2017

- Feb - floodlights planning permission granted
- Mar to May - grants secured
- Jun - contracts awarded
- Jul - power supply upgraded
- Aug to Sep - re-surfacing & new floodlights installed
- Oct - courts re-opened for play

2018

- May - court 1 top layer re-laid (drainage issues)
- Jul - courts painted
- Oct - final inspection & formal re-opening



£170k Project Scope



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Trees removal & partial fence replacement

- Cheaper option & old fence donated to nearby village court
- 100+ native deciduous trees planted

Upgrade power supply

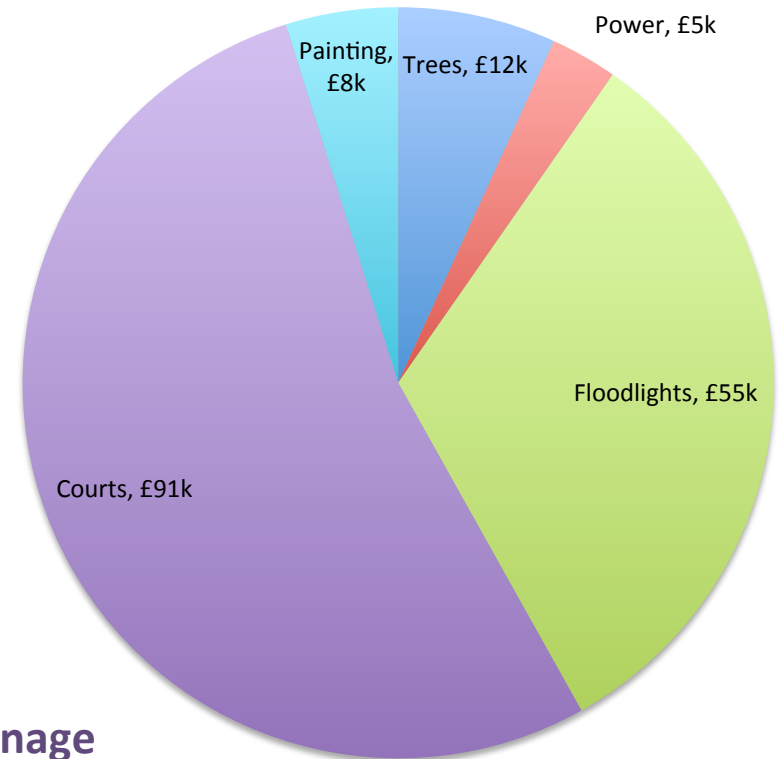
- Floodlights extended from 2 to 4 courts
- Higher power floodlights installed

New floodlights

- LED (25% additional capital cost)
- High controllability & quality
- Lower Life Cycle costs (power & maint)

Re-surface & paint courts

- Porous concrete re-use for base layer drainage
- Tarmacadam selected on cost grounds



What did we learn?



10 Things Worth Knowing....

1. Getting organised..... divide & conquer
2. Know your friends and enemies!
3. Legal necessities
4. Thinking long term
5. What are you going to do (and not do)?
6. Planning (how much)?
7. Show me the money...
8. ...and we'll show you ours!
9. Doing the deal
10. Expect the unexpected

Getting organised..



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KEY: Small, autonomous teams with clear goals, reporting to main committee:

- Simpler, quicker decision making
- Increased motivation, leveraging individuals skills & interests
- Drawing in resources from across the entire club

Divide and conquer (leaders from main committee)

- Project
 - ✓ 4 people (Chair, Treasurer, Secretary & Project Lead)
- Fund raising
 - ✓ 6-8 people (most not from main committee)
- Marketing & comms
 - ✓ 4 people (half not from main committee)

Project Plan

- Create integrated plan/schedule, if complexity warrants it
- Cheap on line planning software can help (we used 'Smartsheet')



Legal Necessities



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KEY: check and address legalities early on

Pre-requisites for potential funders

- Constitution
 - Early parallel reviews by funders (eg TS & sportScotland)
- Land
 - Owned or 20+ years lease
 - Funder(s) review of agreement(s)
- Planning
 - Obtain expert support
 - Optimise timing



Also

- CASC (for Gift Aid on donations)
 - Apply early to HMRC, as it may take 3-4 months
 - 'BT MyDonate' was lowest cost, large platform at the time of our project



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Long Term Decision Making

KEY: 5+ yrs financial forecast is an essential cornerstone for planning & to secure funds

Credibility

- Realistic forecasts for membership & sustainable fund raising
- Operating costs rooted in (historic) reality
- Sinking fund provision essential

Affordability

- Test project costs & options for affordability
 - Are costs too expensive – trim scope or reduce quality?
 - Timing impact (eg fund raising) – can project be slipped?

LONG-TERM
THINKING
REQUIRED



What are you going to do?



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KEY: know your priorities to decide scope

Early wide thinking

- Keep ALL options on the table
- Take time to talk to key stakeholders, especially members, coaches & funders

Get clear on priorities, as you can't have it all!

- Time
- Cost
- Quality



Narrow down options

- Agree 'Base Case' scope
- Retain & cost a small number other of options (suggest 2 or 3 at the most)



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Cost Planning

KEY: Spend time to understand your costs, risks & project affordability

How Much?

- LTA Guidance
 - good for courts and conventional floodlights
 - less useful for LED floodlights & power upgrade
 - detailed independent technical & cost report (£1,700)
- Contractors eg DOE, Halliday (some are reluctant, pre-tender)
- Other clubs can be a great source of up to date information
- Make pro bono costs clear & keep separate



Optimise costs, but cater for unexpected

- Ensure you understand scope and trim optionality
- Explicitly assess risks and aim to reduce
- Ensure contingency (≈10%) is included in costs



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KEY: turn fund raising from a necessary slog to something fun, which motivates members & supporters

25%+ own contribution expected by funders

Set up a dedicated group for fund raising

- Fund raising programme
 - Set ambitious but credible goals (£25k over two years for Aboyne)
 - Use to enhance off court social programme & pull everyone together
 - Celebrate hitting milestones and keep it visual
- Sponsorship & donations
 - Get creative eg FourEx, businesses & other local groups

Third Party Funding



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KEY: funders differ but they all like increasing activity levels & broadening facilities access

Sources

- Tennis Scotland – small grants, 10yrs interest free loans up to £30k
- Sportscotland – larger (but currently reducing) grants
- Landfill community trusts (eg WREN & EBS – can make large grants)
- Local charities & trusts? Planning gain?

Motivation & needs

- Firstly talk to establish relationships & understanding
- Then fill out the forms (checking back as needed)
- A site visit can be very helpful



Timing

- Who first – Sportscotland may award, others follow?
- Orchestrate - understand grants award process & spending time limits (usually 1 year)



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Get Commercial

KEY: use a contracting strategy suitable for your risks & capability

Strategy

- Understand your organisation's own capability (expertise & time)
- Pay particular attention to 'interface' risks
- Decide on whether to use:
 - Main contractor & specialist sub-contractors (lower effort and risk, but more expensive)
 - Multiple contracts (high effort & risk, cheaper)



Tender

- Labosport will provide tender spec & bid assessment for large complex projects
- Simple, low value ones can go single source (but check with funders)
- Take up references on all three contractors
- Ensure they complete site visits (and get their ideas)

Award

- Do not before final grant award is made (but non-committal advisory is possible)



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Dealing with the Unexpected!

KEY: short lines of communication with contractor(s) to resolve issues

Be 'hands on' during execution

- Frequent visible site present by club, building rapport & trust
- Active project team management action/decision meetings

When it goes wrong

- Clear, swift decision making by project team
- Keep overall objective and time, cost, quality priorities in view



BIG Issue!



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Top 10 Nuggets!

1. **Organise:** small, autonomous teams with clear goals
2. **Engage:** decide how to with both supporters & opponents and do so early
3. **Legalities:** check and address these (constitution, land and planning) early
4. **Long term based decision making:** a (5+ yrs) financial forecast is a cornerstone for this and is essential to secure funds
5. **Scope:** know your (time, cost, quality) priorities to decide this
6. **Project management:** understand your costs, risks & project affordability
7. **Own Fund Raising:** turn it from a necessary slog to something fun, which motivates members & supporters
8. **3rd Party Funders:** differ in detailed objectives but as a starting point, all like increasing activity levels & broadening facilities access
9. **Contracts:** use a strategy suitable for your capability & risks
10. **Unexpected events:** short lines of communication with contractor to resolve

Comments or Questions?