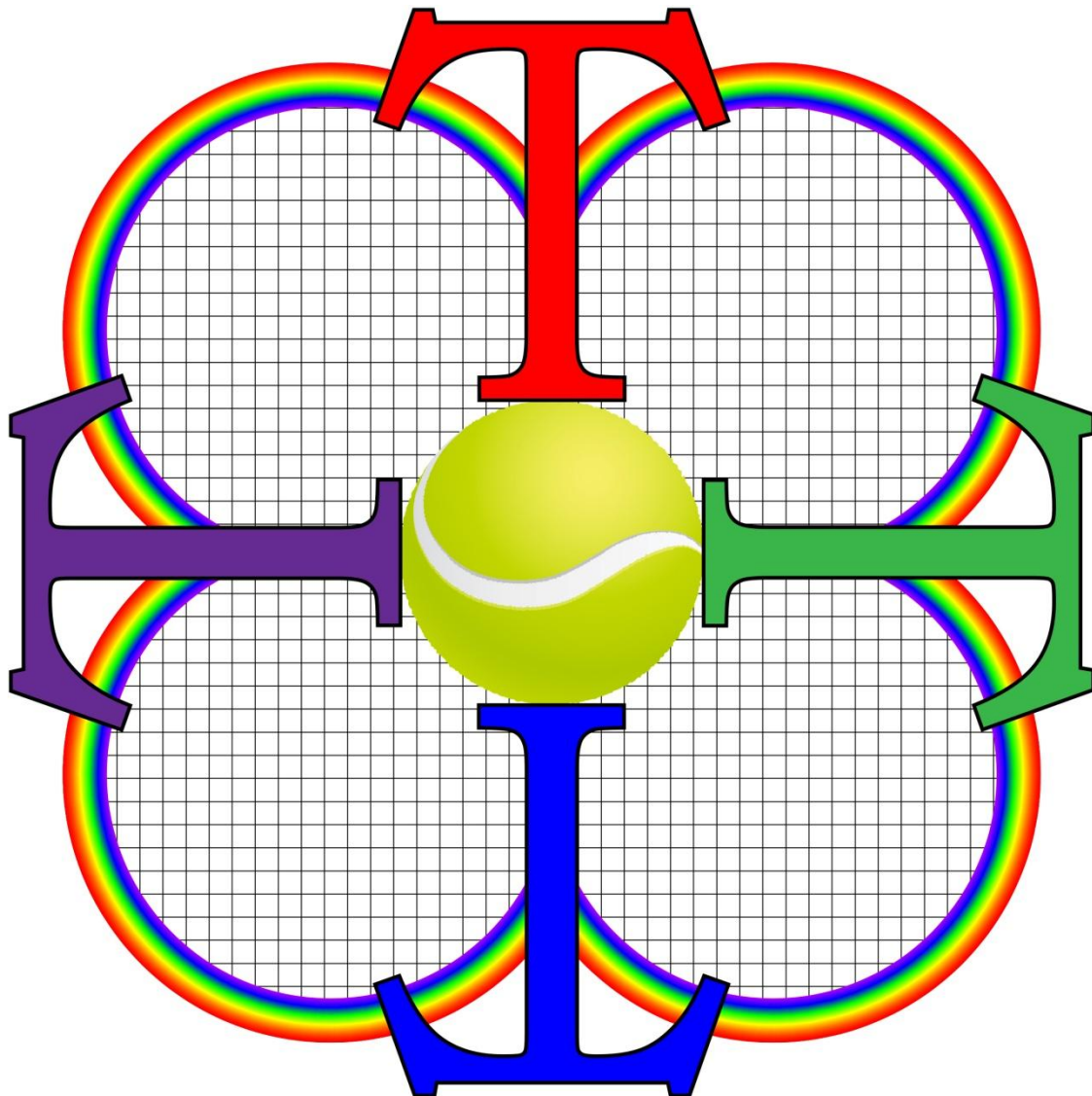


Tin Temple Tennis Two



Report 2: Indoor Tennis

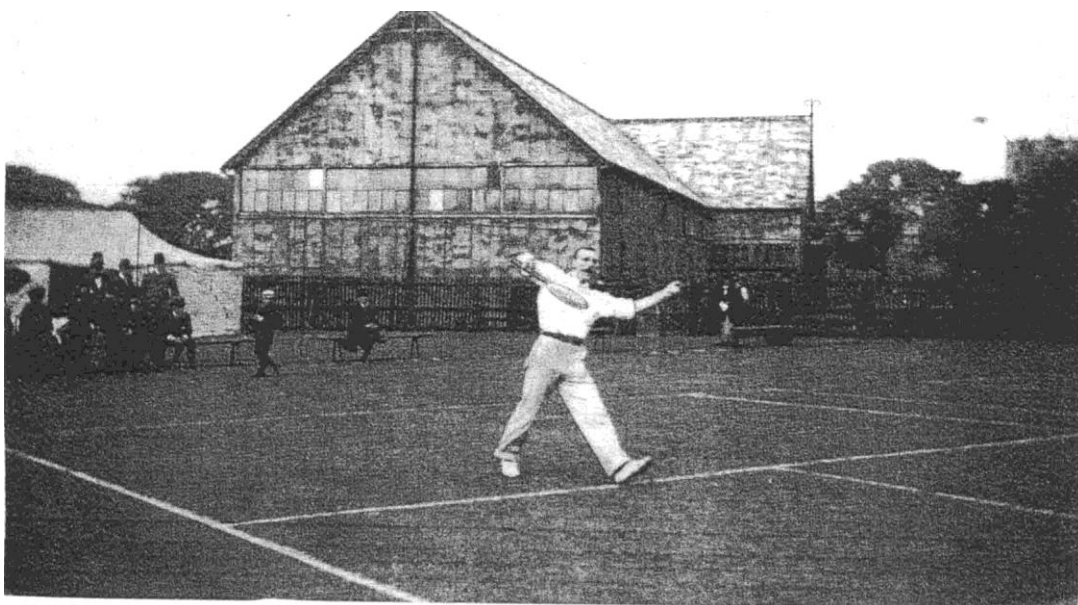


An analysis of the likely revenue from playing and coaching from indoor tennis courts operated on a 'pay as you play' basis.

An analysis by Calum Baynham L.L.B (Hons) instructed by Douglas Lowe.

28/01/2013

PREFACE: INDOOR TENNIS



The Tin Temple 1892: Photograph taken from the Dyvours grass tennis courts

A HISTORY

'Tennis in Scotland' (Robertson G 1995, SLTA) provides great insight into the rich history of tennis at the Grange.

"So far as I have been able to ascertain lawn tennis, as we know it today, goes back to about 1874, when Major Walter Wingfield produced the new version of the game of tennis, including a new type of court."

"We know before 1874 tennis, or real tennis, or a variation of the game, was being played at various places in Scotland. For example, in the early 1870's tennis, or real tennis, was played regularly in Grindlay Street Drill Hall in Edinburgh by a small group of players, mostly advocates. In 1874 one of their number, James Patten (later Sir James Patten MacDougal) decided to try the Wingfield version of the game- then known as 'sphairstike' from the Greek for 'skill with playing at ball'- outdoors at the Grange Cricket Field. Tennis, however, continued to be played indoors at Grindlay Street Drill Hall until that was replaced later in the decade by a building on the Grange Cricket Ground that became popularly known as the 'Tin Temple'. It consisted of two courts, a dressing room and a small gallery, and stood on the west side of the Grange Pavilion in an area now occupied by three grass courts (the map below shows the 'Tin Temple' to be on the east side of the Grange Pavilion). This

was the venue in 1878 for the first Scottish Championships, which were won by James Patten, the young advocate who started it all.” (p.18)

Dyvours Lawn Tennis Club

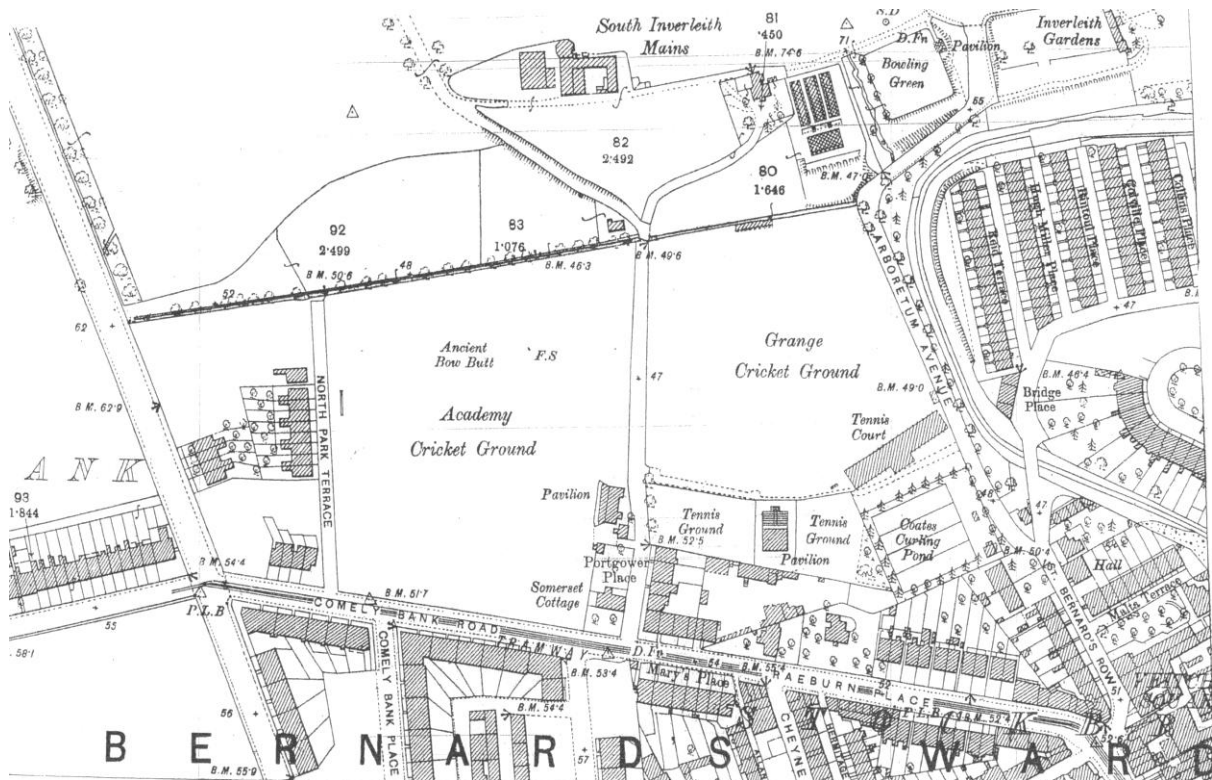
“Dyvours is worthy of special mention because, although it was not the first club to be formed in Scotland, its roots go back to the very origins of the game itself. This is well and fully explained in the booklet by Phil Sked that was produced to mark the club’s centenary in 1983.”

“I referred earlier to the first hesitant steps of outdoor tennis in Scotland and to the building of the ‘Tin Temple’. As outdoor tennis had gradually been gaining popularity since that time, a small group of players from the ‘Tin Temple’ met in 1883 under the chairmanship of Graham Murray (later Lord Dunedin, who was to become the first Honorary President of the Association) and resolved to form themselves into a club. J.G. Horn, the first President of the Association, was a founder member of the club and was also probably at the meeting.” The choice of name is interesting and indicates the influence of the legal fraternity. ‘Dyvours’ is Scots for Bankruptcy, and those found to be so were required to wear ‘dyvours hose’- stockings of different colours. Lord Dunedin is quoted as saying he thought ‘it was an appropriate name as we had no grounds of our own and intended to play on other people’s grounds and eat other people’s lunches!’ In its early years there were in fact two clubs, a winter club, which played in the ‘Tin Temple’, and a summer club, which played on the adjoining outdoor courts, with an additional subscription giving dual membership. The ‘Tin Temple’ was demolished in 1902.”

“In its early years the club was undoubtedly at the heart of Scottish tennis and exerted a great influence on the development of the game and of the Association. Although its influence waned it has had to cope with many difficulties, it has survived, and still plays at the Grange, with five grass and three artificial grass courts and a membership in 1993 of 150 (124 seniors and 26 juniors)” (p.22)

The OS Map

The OS map from 1896 shows the original site of the Tin Temple, just north of the Coates Curling pond. The small gallery extension is shown to the south east, presumably with an entrance off the track shown to the south. Interestingly where the track meets the wall bordering Arboretum Avenue the gate piers for two entrances clearly remain.



From Ordnance Survey 1:2,500- Epoch 1 (1896)

Indoor Tennis at the Grange has a long history. Now, in 2012, more than 100 years since the 'Tin Temple' was demolished, plans are underway to re-establish that famous and iconic facility and re-invigorate indoor tennis in Edinburgh. 'Tin Temple Tennis Two' (TTTT) will be an all-new, all-weather indoor tennis facility/sports hall.



The analysis is being prepared on the basis that the existing members pay for the current facilities- a new expensive facility will require fees for running it. Patently this is a Grange decision.

Note: All proposals are subject to approvals by the Grange Club and all other appropriate stakeholders.

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I. INTRODUCTION: METHODOLOGY

This report estimates the likely revenue for two indoor tennis courts at the Grange. In order to assess this, comparative evidence on Private Members indoor tennis clubs in Great Britain has been obtained and analysed. Preliminary “back of the envelope” estimates are that annual revenue from indoor tennis will be £61,182. Total revenue from additional complementary uses raises annual revenue to over £100,000.

The Lawn Tennis Association (LTA) website¹ shows that there are 295 tennis clubs in Great Britain that have indoor tennis court facilities of which there are 20 in Scotland. The 295 clubs were categorised as follows: Commercial, Private Members Clubs, Public Leisure Centres and School/University Sports Centres.

Out of the 295 clubs affiliated with the LTA, 63 are private members clubs like the Grange. Of these there are two private members clubs in Scotland, Strathgryffe Tennis and Squash Club and Newlands Lawn Tennis Club, both in Glasgow. These clubs have been analysed in detail. Of the 63 private members clubs 46 (73%) charge court fees for the use of their indoor tennis facilities.

The two Glasgow clubs were visited and information gathered on their price(s), court usage, membership growth and other information, all summarised in parts II and III. The other 44 private members clubs (charging indoor court fees) were surveyed to gather this information. On the basis of the replies obtained the surveys were reviewed to estimate the likely revenues that could be expected at the Grange.

David Gibson, the grange tennis coach, has produced a base load tennis programme. This other source of revenue has been computed as shown in Appendix one.

This report, one of three, has been produced at short notice to meet Grange’s timetable. All figures and other conclusions are subject to further review, analysis and proofing. All comments and suggestions are welcome on our blog ‘Tin Temple Tennis Two’ found at www.tintemple.com or can be emailed to cdmbaynham@hotmail.co.uk.

¹ <http://www.lta.org.uk/>

II. STRATHGRYFFE LTC

Private members club located in Houston, Renfrewshire.² Strathgryffe is a thriving tennis and squash club that has developed its indoor and outdoor sports facilities to create year-round playing conditions. LTA now use Strathgryffe as an example for developing indoor tennis facilities due to their success.

a Facilities

- There are 4 indoor tennis courts.
- There are 6 outdoor artificial grass tennis courts.
- There is a practise wall for tennis.
- There are 2 squash courts.
- There are two fully equipped fitness rooms.
- Games room with table tennis, pool table and table football.
- It has a member's lounge bar area.
- It has a large car park (free parking).

b Table 1: Membership Fees

Membership Category	annual fee	1st payment if monthly	Monthly fee (11 instalments)
Senior (23+)	£380	£33.50	£31.50
Couple (23-59yrs)	£642	£54	£53.50
Senior (60+)	£290	£26	£24
Couple (60+)	£485	£42.25	£40.25
Intermediate (18-22yrs)	£210	£17.50	£17.50
Junior (10-12yrs)	£80.00	£8.50	£6.50
Junior (13-15yrs)	£105.00	£8.75	£8.75
Junior (16-17yrs)	£120	£10	£10
Gym (23+)	£315	£26.25	£26.25
Couple Gym (23+)	£540	£45	£45
Senior Gym (60+)	£240	£20	£20
Family (2 adults, 2 children)	£700	£62	£58

² Visited on the 31/08/12

c Indoor Tennis Court Prices

Winter Rates (October-April)

- It costs £7 per court per hour at off peak times during the week (Monday-Friday 9.30am-5.30pm)
- It costs £13 per court per hour at peak times during the week (Monday- Friday 6.30 onwards)
- At weekends it cost £7 per court per hour between 9.30am-3.30pm. Between 4.00pm-8.30pm its costs £5 per court per hour.

The summer season (May-September) is not available currently and will be reviewed by the club nearer the time.

d Indoor Tennis Court Usage

Strathgryffe produced a report in 2005 on the 'Help for Clubs' website (www.helpforclubs.org.uk) following the completion of their first indoor sports facility project. From that success they have gone on to build 2 further indoor tennis courts.

Strathgryffe have also provided us with their booking sheets during the winter season from 2005-2010. David Gibson has a contact at the club who is happy to help with any further inquiries.

Strathgryffe case study report 2005

With financial support from the Lottery Sports Fund and Lawn Tennis Association new courts and indoor accommodation were built at Strathgryffe. Over ten years, membership doubled to 1000. The club employs a profession coach and a tennis manager, and runs an extensive outreach programme to local schools and community groups.

The club formed in the early 90's and was a merger of two clubs. The original membership was 80. This quickly increased over the next few years to 480 by 1995. The club believe that many of the new members were attracted by their new modern facilities.

The club began informal discussions in 1993 about possible developments for the club. Although the club was equipped with all-weather surfaces and outdoor floodlighting, members were reluctant to play tennis beyond mid-autumn.

The club circulated a survey to the members trying to assess the likely demand for an indoor facility and the response was substantially in favour. It was known that the LTA were keen to support the development of indoor courts as such facilities were in short supply, particularly in Scotland.

Following several discussions by the committee it was proposed that the club develop as follows:

- The construction of two indoor tennis courts attached to the existing clubhouse
- The conversion of the three tarmac courts to artificial grass and floodlighting
- The appointment of a full-time tennis coach and the constructions of a professional's room
- The addition of a fitness suite within the clubhouse
- Other minor improvements to the clubhouse

A planning sub- committee was established to oversee and pursue these plans. The membership was kept fully informed and approved the developments and financial plans at a general meeting in 1995. Professional surveys and architectural plans were commissioned and paid for from the clubs own reserves. Planning consent was sought and obtained from the local authority. The total project was costed at over £700,000.

Membership of the Club by tennis and squash players has grown dramatically

1991 (merger of two clubs).....	80
1995 (development plans agreed).....	480
1997 (completion of new facilities).....	715
2002.....	882
2005.....	1008

Around a third of members are juniors (under 16) with males slightly outnumbering females. Tennis remains the primary sport, with around 75 members joining to play squash. It is estimated that around 350 adults and 60 juniors are making regular use of the fitness suite.

The construction of the indoor courts has led to significant culture change with the club. After an initial period of adjustment, most members are now very keen to play tennis throughout the winter. Demand is such that the club has built a further two indoor tennis courts.

Strathgryffe Tennis and Squash Club is an unincorporated association run by a committee elected by the membership. The subscription entitles members to full use of the outdoor courts, squash courts, fitness equipment and clubhouse at any time. Use of the new indoor courts is on a pay-per-play basis and it is this income which has been calculated to repay the LTA loan.

Table 2: Strathgryffe Usage (Winter season per court)

Year	Weeks	Monday- Friday Usage (Hours)			Weekend Usage (Hours)		Total
		9.30am-2.30	3.30-5.30	6.30-9.30pm	9.30am-3.30	>4.30pm	
Oct 2005-Mar 2006	27	333.5	286.5	434	225.5	160.5	1440
Oct 2006 -Mar 2007	27	334	294	407	208	121	1364
Oct 2007-Mar 2008	27	391	334.5	401.5	233	115.5	1475.5
Oct 2008-Mar 2009	27	347.5	279	274.25	223	84.5	1208.25
Oct 2009-Dec 2009	11	129.5	122.25	135	87.25	41.5	515.5

The table above illustrates the use of the indoor tennis facilities between 9.30am-10.30pm (13 hour day). The information given above covers 27 weeks, other than the winter season October 2009-December 2009 which provides information for 11 weeks only. During October and the Christmas season the figures are slightly lower due to holiday periods. The information provided gives the usage for one court. Strathgryffe had 2 indoor courts between October 2005 and March 2008. The summer of 2008 a further two indoor tennis courts were built.

From October 2005 to March 2006 the usage per court was 1440 hours. This works out as an average of 53.3 hours per court per week. Using the indoor prices which were detailed for earlier in the winter season per court Strathgryffe's revenue was £12,363 or £24,726 if you include their second indoor tennis court.

From October 2006 to March 2007 the usage per court was 1364 hours. This works out as an average of 50.5 hours per court per week. The revenue in the winter season at Strathgryffe per court was £11,748 or £23,496 if you include their second indoor tennis court.

From October 2007 to March 2008 the usage per court was 1475.5 hours. This works out at 54.6 hours per court per week. The revenue in the winter season at Strathgryffe per court was £12,506.50 or £25,013 if you include their second indoor tennis court.

From October 2008 to March 2009 the usage per court was 1208.25 hours. This works out at 44.75 hours per court per week. The revenue in the winter season at Strathgryffe per court was £9,934.25 or £39,8737 if you include their four indoor tennis courts.

From October 2009 to December 2009 (11 weeks) the usage per court was 515.5 hours. This works out at 46.8 hours per court per week. The revenue from October 2009-December 2009 is £4,335.5 per court or £17,342 if you include their four indoor tennis courts.

e Photographs of Strathgryffe Indoor Tennis Facility



III. NEWLANDS LTC

Private members club located in the south side of Glasgow.³ Newlands Lawn Tennis Club is one of Scotland's top sports clubs. Much more than Tennis, the club caters for team, social and junior tennis and squash at all levels.

a Facilities

- There are 4 indoor tennis courts.
- There are 7 all weather tennis courts (4 floodlit).
- There are 5 squash courts (4 glass backed).
- There are 2 equipped Gyms.
- There is a comfortable clubhouse and lounge bar.
- It has a large car park (free parking).

b Table 3: Membership Fees

Membership per year (not including gym)

Senior	£370
Intermediate (aged 18-22)	£225
Junior	£150
Family	£890

Membership Fees per year (including the gym)

Senior	£430
Intermediate (aged 18-22)	£285
Junior	£185
Family	£950

³ Visited on the 31/08/12

There is also a joining fee

Senior	£100
Intermediate (aged 18-22)	£50
Junior	£25
Family	£150

c Indoor Tennis Court Prices

- It is £8 per hour per court at off peak times (9am-6pm Monday-Friday, 9am-1pm and 6pm-10pm on Saturday & Sunday)
- It is £12 per hour per court at peak times. (Monday-Friday 6pm-10pm and 1pm-6pm on Saturday & Sunday)
- There is a set walk on rate of £8 per hour per court.
- It is £5 for a guest to play

d Indoor Tennis Court Usage

The attendant told me that usage of the indoor tennis courts varies according to the time of day and the season.

In the winter season (October-March) it is generally busy in the evening between 6.00pm-9.00pm. During the day the courts can be very quiet with some club members booking courts between 10.00am and 12.00pm. I am told that generally this is the older members of the club (retired).

The attendant also told me that in the summer season the courts can be very quiet. This largely depends on the weather as club members prefer playing on the outdoor courts when possible. The outdoor courts are also part of the membership so members often try to avoid paying the additional cost.

In response to the survey I sent the club I was able to gather further information. The treasurer of Newlands LTC wrote explaining that the position of their indoor tennis facility has not been so straightforward. Their indoor tennis courts (4 courts) were opened in September 2006 but experienced major flooding in October 2006 and in June 2007. All four courts surfaces were damaged and the club spent the next four years in claims against the architects and engineers. Their dispute was settled in June 2011 and the courts finally remedied in October 2011. Due to this they were unable to provide consistent statistics that would be useful. Their club is however currently thriving with 1000 members and a fantastic coaching programme

IV. PRIVATE MEMBER CLUBS COURT PRICING

This analysis is being prepared on the basis that the existing members pay for the current facilities- a new expensive facility will require fees for running it. Patently this is a Grange decision.

Of the 63 private tennis clubs reviewed 46 (73%) charged court fees for the use of indoor tennis courts. The peak winter price has been recorded in table 4 below and shows the average price: mean £14.39, median £14.00 and the mode £18.00.

Table 4: Average winter peak price for indoor tennis courts (per hour, per court)

Price categories	Club Number	Total	Mid Increase	Total Price	% of clubs showing price
£7.50-£8.49	20, 25, 35, 62	4	8	32	8.69%
£8.50-£9.49	46, 63	2	9	18	4.34%
£9.50-£10.49	52,	1	10	10	2.17%
£10.50-£11.49	27, 29	2	11	22	4.34%
£11.50-£12.49	18, 22, 40, 45, 50, 57, 61	7	12	84	15.22%
£12.50-£13.49	19, 33, 48	3	13	39	6.53%
£13.50-£14.49	37, 47, 51, 54, 59, 60	6	14	84	13.04%
£14.50-£15.49	32, 43, 44, 55	4	15	60	8.69%
£15.50-£16.49	21, 30, 31, 56	4	16	64	8.69%
£16.50-£17.49			17		
£17.50-£18.49	26, 28, 38, 39, 41, 42, 49, 53	8	18	144	17.39%
£18.50-£19.49	34, 36	2	19	38	4.34%
£19.50-£20.49		0	20		
£20.50-£21.49		0	21		
£21.50-£22.49	23, 24	2	22	44	4.34%
£22.50-£23.49	58,	1	23	23	2.17%
Members fees only	1 to 17	17			
Total		63		662	100
Mean				£14.39	
Mode				£18	
Median				£14	

In Edinburgh there is no private members tennis clubs that have indoor tennis courts. However there are 3 indoor facilities in Edinburgh that do have indoor tennis courts; Craiglockhart public leisure centre, David Lloyd Edinburgh and David Lloyd Newhaven Club (both commercial facilities.)

Craiglockhart currently charge £24 per court per hour during peak times for indoor tennis court use. As a public leisure centre these courts can be booked by any member of the public.

Both the David Lloyd clubs quoted £85 per month, which is £1020 a year for the unlimited use of their facilities (plus a joining fee). The Grange tennis membership is £303 per year (+ £75 social). For a Grange member to pay the same fees as a David Lloyd club member (not including joining fee/social fee) at £16 per indoor court at peak times, a Grange member would have 44.8 hours per year of court time (to book for one person), 89.6 hours per year for singles and 179.25 hours per year for doubles. If a Grange member and their opponent played singles twice a week in the winter or 50 times altogether (25 winter weeks) the Grange indoor fee would be £400 (25 x £16). If the membership is added the total is £703 or £775 including social membership (£72).

The Grange has both a central and desirable location and would be the only private members club in Edinburgh with indoor facilities. Given its inherent advantages, it will command a premium. In this analysis the price per court per hour in the winter season (October- March) is assumed to be £16 during peak times (17.00-22.00) and £10 during off peak times (8.00-16.00). In the summer season (April- September) a fixed price of £10 per court per hour is assumed.

V PRIVATE MEMBERS CLUBS INDOOR TENNIS COURT SURVEY

On the 10/10/12 Douglas and I wrote to and emailed the other 44 private member clubs in Great Britain (Appendix 2). Letters were written and emailed to the private members clubs to gather information on the economics of indoor tennis. The information sought was regarding evidence of the usage of courts and the effect that developing an indoor facility would have on membership. This information can be used as a guide for the Grange as evidence of what other clubs have experienced.

Further letters were sent and emailed on the 26/10/12 and the 6/11/12 to the clubs that had not replied and a telephone survey was carried out on the 18/12/2012. Although response has been slow I have now received 42 replies. From the information gathered I can produce evidence on the usage of indoor tennis at other clubs and the impact this may have on membership, if any.

a. Indoor Tennis Court Winter Usage

Question 1 of survey: Per indoor tennis court how many court bookings (hourly bookings) per week are made in the winter season. (say October – March)

Of the 46 clubs 44 replied of which 24 clubs gave useable information regarding the winter usage per court (hourly booking) per week during the winter season (October-March). There is no reason to believe that those not replying differ in respect of the questions asked for those replying. The sample is held to be representative of the whole.

Table 5: Winter Usage per court per week (hours)

	Club				
Winter Usage	Number	Total	Mid Increase	Total hours	% Clubs showing usage
<21	20, 21, 27	3	10	30	12.5
21-30	49, 50, 25, 22	4	25	100	16.6
31-40	40, 26, 57, 33	4	35	140	16.6
41-50	19, 43, 47,	3	45	135	12.5
51-60	23, 62	2	55	110	8.3
>60	60, 45, 28, 58, 38, 56, 48,51	8	say 75	600	33.3
Total		24		1115	99.8
Mean for clubs				46.4	
Mode for clubs				75	
Median for clubs				45	

Average usage is 46.4 hours per week per court during the winter season. 46.4 hours is typically ½ peak ½ off peak or 23.2 hours at £16 and 23.2 hours at £10. The revenue expected per court per week is £371.20 for peak times and £232 for off peak times. Therefore the revenue for the winter season (25 weeks) per court would be £15,080 (£9,280 + £5,800) or for two indoor tennis courts £30,160.

b. Indoor Tennis Court Summer Usage

Question 3 of survey: In the Summer months (April to September) what are you indoor bookings (use of court for one hour) as % of winter indoor bookings

Of the 46 clubs 44 replied of which 21 clubs gave useable information regarding the summer usage as a % of the winter bookings. There is no reason to believe that those not replying differ in respect of the question asked for those replying. The sample is held to be representative of the whole.

Table 6: Summer Indoor Tennis Court Usages as a % of Winter Usage

	Club				
Summer Usage	Number	Total	Mid Increase	Total of %	% of clubs showing usage
<25%	49, 50, 28, 57, 43, 56, 23,	7	12.5	87.5	33.3
26-50%	21, 20, 40, 26, 25, 33, 48	7	38	266	33.3
51-75%	58, 51	2	63	126	9.5
>75%	60, 45, 38, 47, 22	5	say 80	400	23.8
Total		21		879.5	99.9
Mean for clubs				41.8%	
Mode for clubs				37.5%	
Median for clubs				38%	

Table 5 shows the average summer indoor tennis court usage as 41.8% of winter usage. If the average usage per court per week in the winter season is 46.4 hours then the weekly average summer usage per court per week is 19.3 hours. At a set court hire fee of £10 this works out at £193 per court per week. Therefore the revenue for the summer season (25 weeks) per court would be £4,825 or for two indoor tennis courts £9,650.

c. Membership Increase

Question 2 of the survey: When you built you indoor tennis courts how many extra did you get by the third year?

Of the 46 clubs 44 replied of which 12 clubs gave useable information on the extra effect that indoor tennis had on their membership. There is no reason to believe that those not replying differ in respect of the questions asked for those replying. The sample is held to be representative of the whole.

Table 7: The Effect of an Indoor Tennis Development on Membership

Membership Increase	Club		Mid Increase	Total Clubs	% of clubs showing increase
	Number	Total			
<11	38,	1	5	5	9.09
11-20	50, 57	2	15	30	18.18
21-30	26,	1	25	25	9.09
31-40	18, 60, 25	3	35	105	27.27
41-50	43,	1	45	45	9.09
51-60			55	0	
61-70			65	0	
71-80	45,	1	75	75	9.09
81-90	35,	1	85	85	9.09
91-100			95	0	
101-150			105	0	
151-200	22, 19	2	175	350	9.09
Total (all)		12		720	
Mean for clubs				60	
Mode for clubs				35	
Median for clubs				35	

Table 6 shows that the average increases in membership that clubs have experienced following three years of completing the development of their indoor tennis court facilities. If the Grange were to attract 60 new adult members it would provide further revenue of £18,180 (303 x 60) to the club.

VI. TENNIS COACHING PROGRAMME

David Gibson, Grange tennis coach, has provided a base load coaching plan for the indoor tennis facility/sport hall (see Appendix 1). David believes that with adequate publicity this could be put into practise shortly after the development opens. Within 3-6 months David could have the full programme up and running, provided there is adequate publicity.

For an indoor facility to be successful it is vital to have an enthusiastic coach who implements an exciting programme. Coaching in an indoor facility would allow members guaranteed sessions without the possibility of cancellation through poor weather.

The tennis facility/sports hall would probably be open from 8am-10pm daily. This means 98 hours a week per court (196 court hours for 2 indoor tennis courts). David's yearly base load programme is 38 hours weekly. His season is split around the holidays at Christmas, spring, summer and October and includes holiday camps (Appendix 1). Excluding coaching fees, David estimates that this programme would bring in additional revenue of £29,560 to the Grange club per year of which £25,330 is from routine coaching, £3,240 from 'camps' and £990 from 'adult summer school.' The court hours are 1292 (38 hours x 34 weeks) from routine coaching, 120 hours for 'camps' and an estimated 30 hours for 'summer school,' or 1442 hours in total which at £16/hr is £23,072, leaving £6,488 'extra' for Dyvours, assuming these revenues were made over to the tennis club, as the revenue is mostly 'junior,' traditionally going to the constituent club.

David also has many other ideas which could be implemented to get more use out of the facility during off-peak times.

VII. BACK OF ENVELOPE BUDGET: ANNUAL TENNIS REVENUE

Table 8: Annual Tennis Revenue

		Number	Hours/wk	Price	Total/ wk	Weeks	Year
New Members		60		£303			£18,180
Winter Season	Members peak		23.2	£16	£371.20	25	£9,280
	Members off peak		23.2	£10	£232	25	£5,800
	Coaching		38	£16	£608	17	£10,336
Summer Season	Members		19.3	£10	£193	25	£4,825
	Coaching		38	£16		17	£10,336
Camps			120	£16			£1,920
Summer School			30	£16			£480
Total							£61,157

Note 1. The total gross revenue from the sports hall/indoor tennis facility will be augmented by the use of the facility for 5 a-side football on Monday and Tuesday evenings (see Report I). This will add £42,120 (£21,060 x 2) to the revenue as shown below:-

Table 9: Annual Revenue from Indoor Football per pitch

		Hours	Price	Total/ wk	Weeks	Year
Football 5-a-side	Monday Winter	4.8	£46.80	£224.64	£25	£5,616
	Tuesday Winter	4.8	£46.80	£224.64	£25	£5,616
	Monday Summer	4.2	£46.80	£196.56	£25	£4,914
	Tuesday Summer	4.2	£46.80	£196.56	£25	£4,914
Total per pitch						£21,060
Total 2 pitches						£42,120
Total Tennis						£61,157
Overall Total						£103,277

An adjustment for football use on Monday and Tuesday evening amounts to 20/196 hours or 10.2% of peak usage or £912 for two courts. The total revenue is then £102,365.

Note 2. The tennis court usage (46.2 hours per week in winter) relates to one court only. The analysis shown (see V) concludes that each of two courts should have this usage. Until further more detailed analysis is available account has been taken of usage of one court only; the second court is deemed to be vacant. It is noted in the detailed analysis of Strathgryffe that usage is 46.4 hours per court per winter week per approximately 200 members, a figure similar that for Grange.

The Grange has roughly 175-200 tennis members, or say 90 members per indoor court. In the table below clubs with a similar number of members per court have been highlighted (70-125). An average of these clubs winter and summer usage will provide evidence which relates more directly to the Grange.

Table 10: Clubs with a similar number of members per court

Club Number	Winter Usage pc ⁴ per hour	No. Courts	No. Members	No. Members pc
18	45	4	1000	250
20	10	1	50	50
21	10	2	450	225
22	25	4	830	207.5
25	25	2	100	50
26	25	3	235	78.3
27	10	2	47	23.5
28	75	3	300	100
33	35	2	131	65.5
38	75	6	300	50
40	35	2	175	87.5
43	45	5	1081	216.5
45	75	4	500	125
48	75	4	750	187.5
49	25	2	400	200
50	25	1	70	70
57	15	3	200	66.6
58	75	8	1000	125
60	75	3	215	71.6

The clubs that are highlighted average usage of 55 hours per court per week in the winter season. In table 8 and 9 it is assumed 'playing' hours are one court only. If a playing usage of 46.4 hours is added from use of a second court then its use rises to other.

⁴ pc= per court

Table 11: Overall Annual Revenue

		Number	Hours/wk	Price	Total/ wk	Weeks	Year
New Members		60		£303			£18,180
Winter Season	Members peak court 1		23.2	£16	£371.20	25	£9,280
	Members peak court 2		23.2	£16	£37.20	25	£9,280
	Members off peak court 1		23.2	£10	£232	25	£5,800
	Members off peak court 2		23.2	£10	£232	25	£5,800
	Coaching		38	£16	£608	17	£10,336
Summer Season	Members court 1		19.3	£10	£193	25	£4,825
	Members court 2		19.3	£10	£193	25	£4,825
	Coaching		38	£16		17	£10,336
Camps			120	£16			£1,920
Summer School			30	£16			£480
Indoor Tennis							£81,062
Indoor football							£42,120
Total	Before adjustment (#)						£123,182
Overall Total	After adjustment (#)						£122,270

An adjustment for football use on Monday and Tuesday evening amounts to 20/196 hours or 10.2% of peak usage or £912 (#) for two courts.

VIII APPENDICES

1 Coaching Programme

2 Tennis Survey

	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	Court 1	Court 2	Court 1	Court 2	Court 1	Court 2	Court 1	Court 2	Court 1	Court 2	Court 1	Court 2	Court 1	Court 2
8am														
9am														
10am														
11am														
12pm														
1pm														
2pm														
3pm														
4pm														
5pm														
6pm														
7pm														
8pm														
9pm														
10pm														

- Mini Red
- Mini Orange
- Mini Green
- Yellow Ball
- Coaching & Matchplay
- Cardio Tennis

				Club Income per session	Club income per week	Club income per court
	12 Children x £6 per session	12 Children x £6 per session	£72 - £37 coaches costs	£35	4 x £35 = 140	£35
	12 Children x £6 per session	12 Children x £6 per session	£72 - £37 coaches costs	£35	4 x £35 = 140	£17.50
	12 Children x £6 per session	12 Children x £6 per session	£72 - £37 coaches costs	£35	3 x £35 = 115	£17.50
	12 Children x £6 per session	12 Children x £6 per session	£72 - £37 coaches costs	£35	3 x £35 = 115	£17.50
	Coaching & Matchplay	8 Adults x £10	£80 - £25 coaches costs	£55	3 x £55 = 165	£13.75
	Cardio Tennis	12 Adults x £5	£60 - £25 coaches costs	£35	2 x £35 = 70	£35
					745	

Based on 4 seasons during the year	8 weeks	x £745	£5,960	4 Tennis Camps	Easter	2 sessions x 12 children x £80	1920 - 1110	810
	8 weeks	x £745	£5,960		Summer	2 sessions x 12 children x £80	1920 - 1110	810
	10 weeks	x £745	£7,450		Summer	2 sessions x 12 children x £80	1920 - 1110	810
	8 weeks	x £745	£5,960		October	2 sessions x 12 children x £80	1920 - 1110	810
			£25,330					3240

1110 above is the coaches costs (30hrs x £37)

There is also a 6 week block through out the summer which can be used for adult coa 6 weeks x £165 £990

£25,330
3240
£990
£29,560

APPENDIX 1

Total Annual Income

GRANGE CLUB- INDOOR TENNIS FACILITY

1. Per indoor tennis court how many court bookings (hourly bookings) per week are made in the winter season, say October-March

<21	
21-30	
31-40	
41-50	
51-60	
>60	

2. When you built the indoor court(s) how many extra members did you get by the third year e.g:-

yr members
 0 100
 1 110
 2 125
 3 135

35 extra members

<11	
11-20	
21-30	
31-40	
41-50	
51-60	
61-70	
71-80	
81-90	
91-100	
101-150	
151-200	
>200	

3. In the summer months (April to September) what are the indoor bookings (use of court for one hour) as % of winter indoor bookings

<25%	
26-50%	
51-75%	
>75%	

4. Approximately how many full tennis members (not juniors) do you have now:

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Thank you!
 Please return to Calum at cdmbaynham@hotmail.co.uk or post to Calum Baynham care of Caledonain Trust PLC (61a North Castle Street, Edinburgh, EH2 3LJ).