



# ILKLEY LAWN TENNIS & SQUASH CLUB LIMITED (Registered in England under number 8259064)

## MINUTES OF THE ANNUAL GENERAL MEETING

Held on Monday the 21st November 2022

### Present:

R Smith – Chairman	T Jenkins – Honorary Secretary	A Merrick – Honorary Treasurer	M Henley – Honorary Compliance Secretary
D Blagden	N Fearnley	A Hanson	P Mate
S Williams	J Leach	T Burgoyne	I Lee
B Whitlam	B Bouttell	A Hutchinson	C Fletcher
G Swyer	T Pearson	L Wilson	A Jones
A Forsyth	N Siddons	J Griffiths	A Dyson
P Noble	D Noble	D Goldie	A Drury
J O’Hearne	R Lawson	J Overend	T Birch
J Mateo	D Mackie	P Templeman	K Spencer
S Spencer	J Burns	P Doig	J Seller
S Pantei	J Haines	A Wade	I Wilkinson
I Concliffe	F Scaife		

### Also in attendance:

C Harrison – General Manager	N Bayne Assistant Manager	K Brassington – Head of Rackets	J Turner – Facilities Manager
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### Apologies for absence:

V Kerr	K Wade	C Smith	S Hepplewhite
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The meeting opened at 20:00

### 1. Minutes of AGM Held 22 November 2021

The minutes of the last AGM were accepted as a true and correct record of the meeting. Proposed by M Henley and seconded by N Fearnley

### 2. Matters Arising

R Hepplewhite had asked if the period of the Covid loyalty voucher scheme could be extended as some members were unable to use the scheme because they had been away. The General Manager reported that some flexibility had been given to a limited number of members.

**Action closed**



### 3. Chairman's Report

The Chairman's report had been circulated by email to all members in advance of the meeting. The Chairman gave a presentation on the main points, a copy of which is attached to the minutes.

The Chairman placed on record his thanks to the former General Manager, Adam Della Rocca, for his work on rebuilding the club after Covid, working remotely when the recruitment of a new GM had taken longer than expected and for helping the new GM during a 6-week transition.

### 4. Honorary Treasurer's Report

The statutory accounts for LITSC Ltd had been posted on the club web in advance of the meeting. The Honorary Treasurer advised that the accounts for ILTSC Events Ltd were available on request.

The Honorary Treasurer gave a presentation summarizing the key points. A copy of the slides is attached. The financial performance had been satisfactory, and the cash balance was recovering.

### 5. Discussion on Chairman's and Honorary Treasurer's Reports

Members were invited to give feedback and ask questions on the reports.

A query was raised about a statement on the website about the membership capacity being almost full and what is the capacity of the club. The almost full notice was a marketing ploy to encourage new joiners not to wait. There is no formal cap on membership numbers but it is currently estimated at about 2,500.

A question was raised about what was being done to recruit more squash and racketball members. The Squash Chair was proposing new initiatives to reboot. The Outreach work for tennis was noted but a question was raised about similar for squash and racketball. Some initiatives had begun but England Squash were not as proactive as the LTA.

The profitability of the Café Bar was queried. It was currently breaking even. It was hoped to exploit opportunities for non-member revenue, for example to attract walkers on the Dales Way.

The split of income and costs between Fitness and Rackets was queried. This is reported internally, but the split was roughly 65/35% for income.

A question was raised about incentives being offered to attract new members. The General Manager reported that there had been several initiatives, including a very well attended Bonfire Night, Black Friday, with a discounted subscription, and Refer a Friend. The Club was conscious about offering too many discounts to avoid upsetting existing members. The Chairman reported that Zoe Judkowski was being given some marketing training to help the club's marketing efforts.

A complaint was voiced about reception not always being staffed. The Chairman advised that the staffing of reception was being looked at as part of a review of the organisation structure by the General Manager but there were cost implications of full-time reception cover.

**Action 2022/1: Review staffing levels at reception  
RS/CH**



## 6. Approval of the Statutory Accounts 2021-22 for ILTSC Ltd

A resolution to approve the statutory accounts was proposed by David Noble, seconded by Ann Jones and passed unanimously.

## 7. Development Plans

The Chairman made a presentation, and a copy of the slides is attached. In summary, the Master Plan prepared by STRI supports Club's Strategic Plan and provides a framework for development avoiding piecemeal developments. Work on the Master Plan began in 2021 and the cost was partially met by Government funding to STRI.

The developments include:

- Improvements to the site, including increased car parking and improved traffic flow
- Introduction of Padel tennis
- Three new tennis hardcourts in the field
- Changes to the layout of the squash court layout to improve visibility of squash
- Retain squash court 3 as additional gym space and build a mezzanine
- Moving the Café Bar downstairs.

The topic was opened for discussion.

The demand for Padel was queried. The Chairman reported that there had been much interest from members. Some were already playing Padel at other clubs, such as Skipton, Rawdon and Harrogate and their programmes were proving to be very successful. Harrogate were generating in the region of £68k per court per annum. One Padel court is to be located on the nearest artificial grass court to gauge demand. There is no other suitable location because it must be above the flood level and no planning approval was required. The provision of a temporary covered Padel court was suggested. This was too costly and would not be allowed without planning approval. Racket hire would be available. Putting a Padel court inside a squash court was queried. It is too small. It was confirmed that permanent Padel courts would be built after the new hard courts so that no more tennis courts would be lost.

Concern was raised about controlling access by non-members to the club. The General Manager advised that it was being monitored.

The option of buying a strip of land to the west of the club was raised. The Chairman advised that it was Green Belt and be too difficult to develop.

A concern was raised about the 360° access and how many additional car parking spaces would be created. The Chairman replied that the plan indicated more than 99 new spaces.

A concern was raised about the new hard courts moving tennis further from the club house to accommodate Padel closer. This was felt to be more practical and planning approval had been given in previous development for courts in the field next to the artificial grass.

A question was asked if any approach had been made to the Environment Agency about the Master Plan as there had been issues raised during the last development about building on the flood plain. The Chairman advised that this would be done through STRI as part of the planning application process.



Ownership of Stourton Road was raised. The club is engaging with the local residents and was proposing to pay for repairs.

There was concern expressed about losing one of the artificial grass for the temporary Padel court. As had been explained, this was felt to be the most expedient solution in the short term.

The cost of new hard courts was queried.

Several squash players expressed objections to losing squash court 3 to the gym. This was most members' favourite court and the loss of the viewing gallery was keenly felt as it restricted the club's ability to host tournaments and exhibitions. A long discussion ensued.

**Action 2022/2: The Board was asked to look again at alternative solutions**  
**Board**

The prospect of a new gym opening in Ilkley was raised and the possibility of losing Fitness members with the impact on revenue. The Board always had this in mind as a risk.

The Honorary Compliance Secretary addressed the meeting. The club must make choices on investment that give the maximum benefit to all members. The club was forecasting realistic growth in membership, including increasing Squash from 60 to 150 and Fitness by 500 over two years. Some of the criticism from Squash members had been addressed: the heating in the squash courts had been fixed, courts 4 & 5 had been refurbished and viewing facilities between courts 4 & 5 improved. A squash court could be added later if there was sufficient demand. Gym classes are oversubscribed. It is necessary to convert squash court 3 permanently to meet demand and use squash court 1 for classes. In answer to questions, it was hoped that a decision would be made on Court 3 in the next few weeks so the work could proceed. All developments would be phased.

Several alternatives to parts of the Master Plan had been suggested, such as the location of the Padel courts, that had been considered previously and rejected. They would be looked at again and the outcome communicated to members. Each development would be subject to a business case.

**Action 2023/3: Continue the dialogue with the members about the development plans**  
**Board**

The increase in the court fee for squash was raised.

**Action 2023:4 The reasons would be clarified**  
**RS/CH**

The Board was thanked for the work it had done on the Master Plan.

## **8. Any Other Business**

### **8.1. That Squash Court 3 be returned to be used by the squash and racketball members as it was designed.**

This item had been requested by Squash member David Blagden. This had been discussed at length under the previous item.

There being no further business, the meeting was closed at 21:50.

# Chairman's Report AGM 2022



- Overview of the Club
- Ilkley Trophy
- Community
- Masterplan/Growth

# Overview

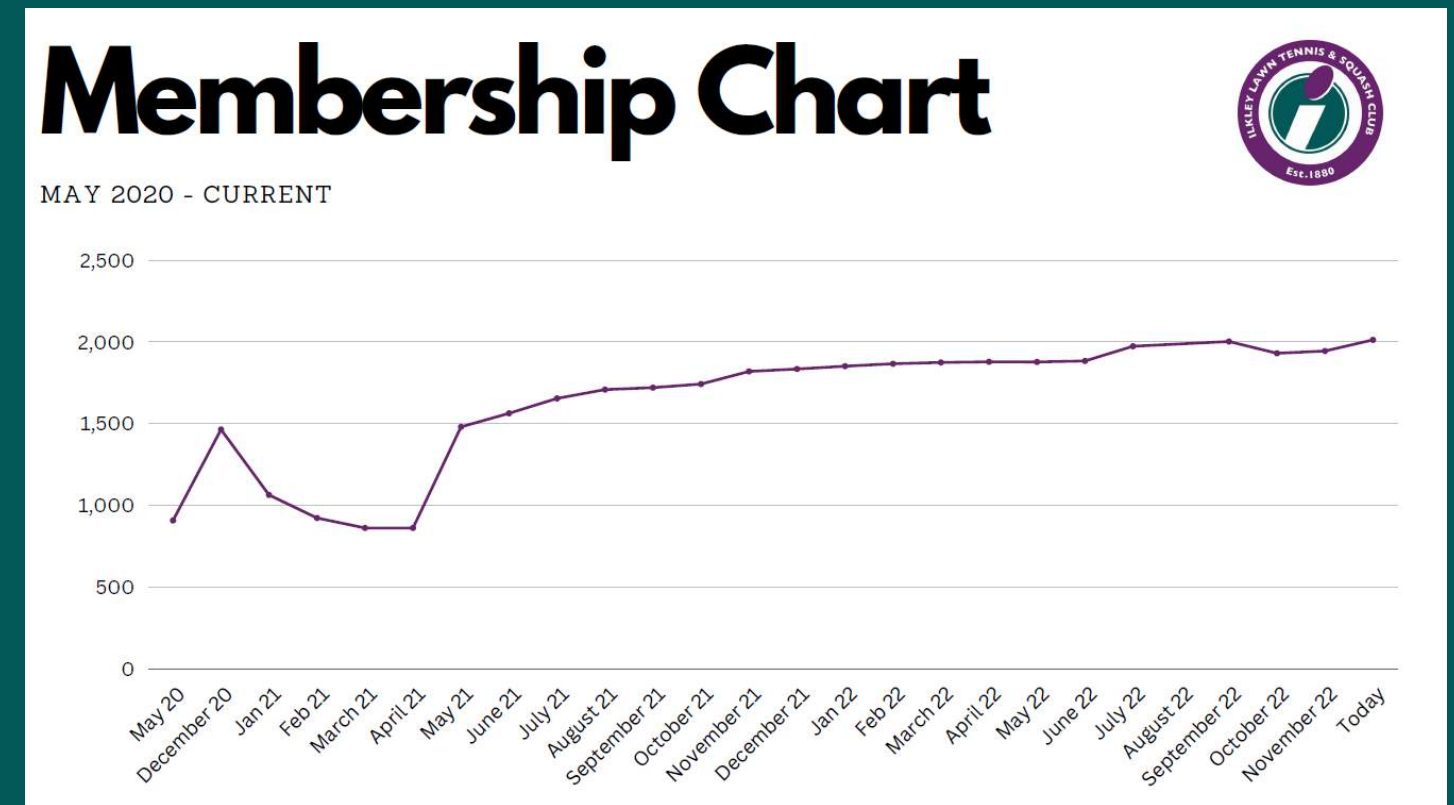


## Membership / Operations

- Current membership has plateaued at around 1980 members.
- Pre Covid membership was circa 2400. Fitness members are roughly 300 less.

## Operations/Staffing

- Our operational team is smaller than pre Covid but with better operational team in place
- Full review of the operational structure is being undertaken to see how best to deliver services/initiatives to our members and give short/medium term visibility of our cost base
- Costs are tracking higher than budget - interest/staffing/utilities
- Revenue in tennis is below budget, work being done to evaluate the background



*Working to develop Professional and efficient operation team*

## General Manger recruitment



- 8month search
- Recruitment consultant used for 6months without success
- Chris approached us in July to discuss the role
- 6 weeks transition period between Adam/Chris
- Adam continuing his role remotely was extremely challenging but the most appropriate solution
- Adam reoponed the club in Covid and rebuilt club morale, membership and

## Other news

- Significant challenges faced due to sudden loss of Richard Lord
- New grounds team in place supported by Facilities Manager
- Club is actively working much closer with both regional and National LTA
- Rebuilding relationships with YLTA following a restructure

# Ilkley Trophy



## Final P&L for the Ilkley Trophy 2022

- Circa £60,000 + net Profit on the event, nearly a £100k turnaround from 2018/2019
- Profit to be reinvested in Capital projects at the club

## Income Areas

- Sponsorship of £18,500
- Hospitality £7,500
- Public Food/Catering/Bar Profit £16,000 (Café Bar and Profit Share)
- Facility Fee £12,000
- Ticket Sales £29,000





# Ilkley Trophy



## Ilkley Trophy 2023/24

- LTA has confirmed they wish to do a 2year extension to include 2023/2024
- Formal extension and terms being agreed currently.
- Due to full strategic review of grass court season between LTA/AELTC no more than 2 yrs could be granted
- LTA has confirmed that the locality, size of venue and ability to hold combined event means they are favourable to retaining the tournament long term
- Planning well underway for 2023 tournament with accommodation confirmed/large infrastructure quotes being returned

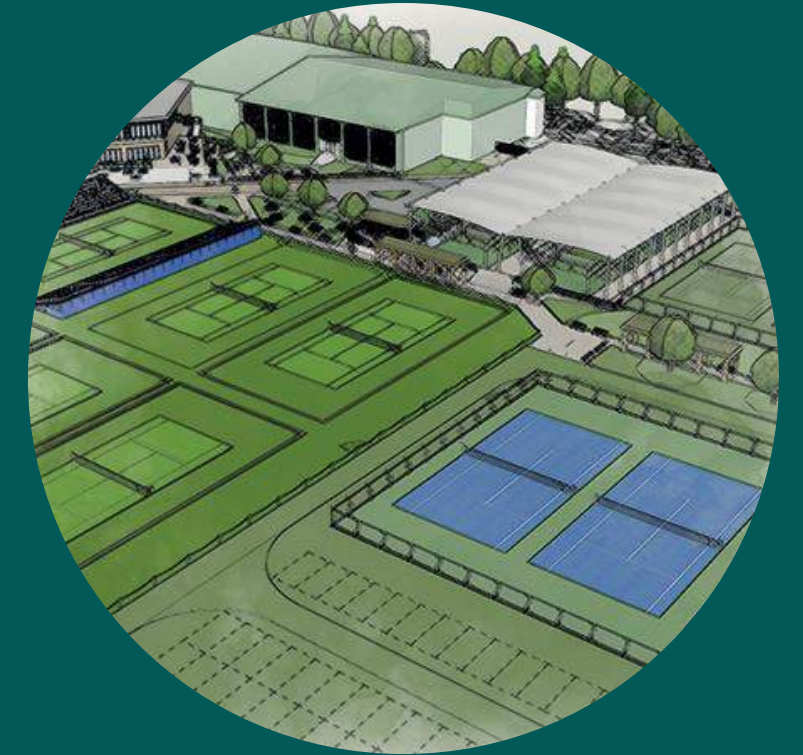
# Community Work



- Important we remain active both locally and regionally
- Internally Andy Hanson/Terry Burgoyne undertook a review of all our community activities
- Initial initiatives are now coming online
- Ilkley are working with YLTA/LTA/RacketsCubed to develop a strategy for opening up tennis, seeking to create outreach in underprivileged areas of region.



# ILTSC



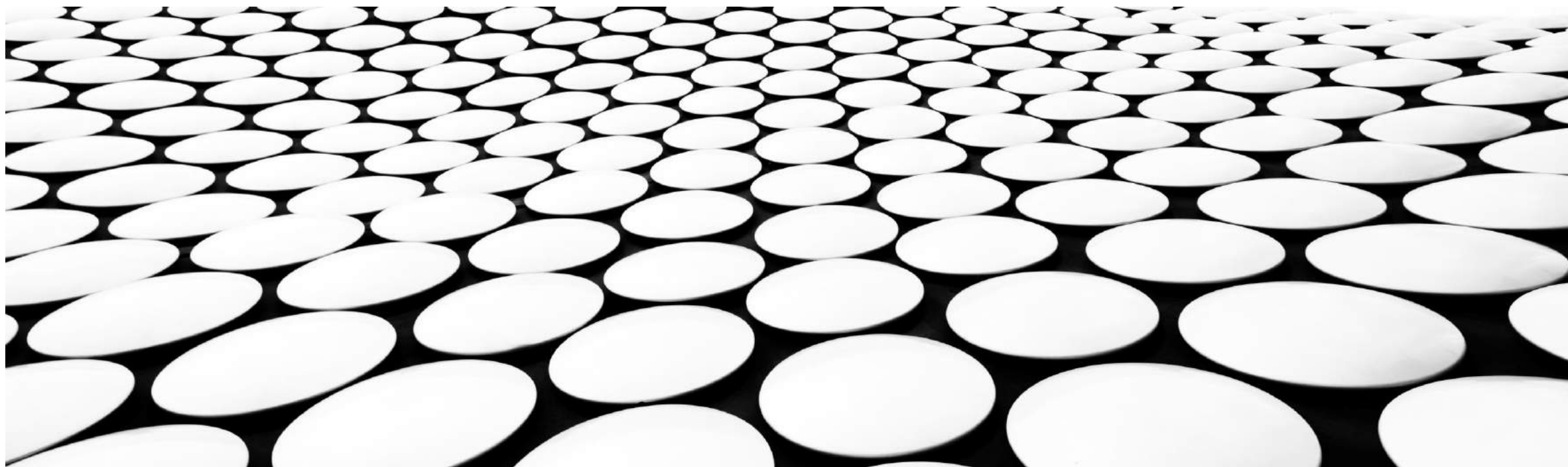
## Masterplan & Growth





# ILTSC AGM

**FINANCE UPDATE – NOVEMBER 2022**



# INTRODUCTION



- **FY22 Statutory Accounts**
  
- **Current Year Trading**
  - **The 2022 Ilkley Trophy**
  - **Club**
  - **Cash**



# CLUB STATUTORY ACCOUNTS

- **Closer to a normal year of operation post covid**
  - £1m turnover
  - £59k profit
- **Membership numbers down from pre covid levels – particularly fitness**
- **Grants, furlough payments and loan repayment deferrals all helpful**
- **Year-end total cash (Club & Events): £175k**
  
- **£10k of Events profits to be gift aided to Club**

**Overall, a satisfactory year**

# THE ILKLEY TROPHY



- **A commercial and financial success**
- **A good relationship with the LTA**
- **It did feel like we were starting from scratch!**
- **Some lessons to be learned for next year**
- **Opportunities to work more closely with the LTA in the future to streamline**



# FY23 PERFORMANCE

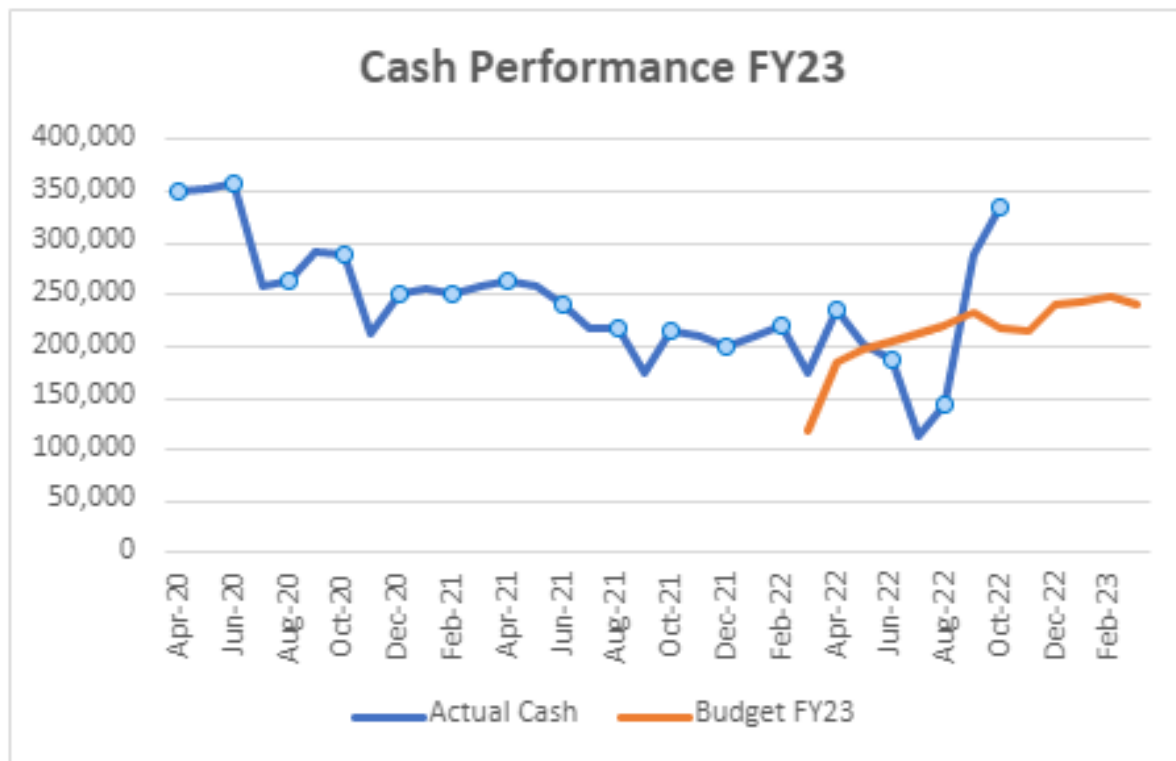
## CLUB

- **Revenue behind budget in H1**
  - Catering ok
  - Membership ok
  - Coaching revenue £(36)k, largely a timing difference – under review
  - Court revenue £(18)k and not currently expected to recover in H2
- **A range of negative cost variances**
  - Master Plan report
  - Fuel
  - Staff costs
  - Bank interest
- **Current expectation is the Club will be in line with budget in H2**
- **A full year small loss vs £50k budget**





# CURRENT CASH UPDATE



- **The cash position vs budget reflects Trophy success offsetting club trading, and a timing difference on winter court bookings**

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**ANY QUESTIONS?**



# Masterplan/Growth



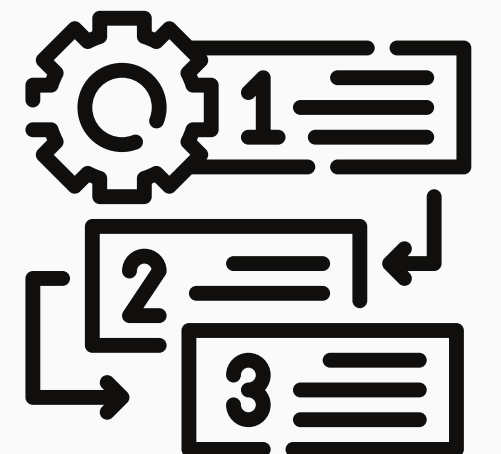
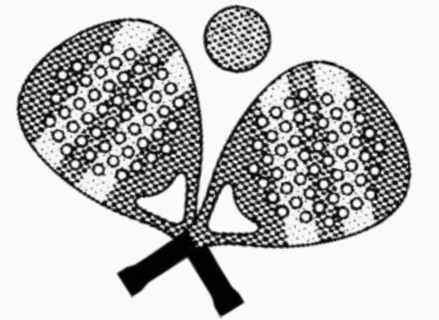
*Our aim, first and foremost is to ensure long term financial stability of the Club. We will only succeed in doing this by continuing to maintain the standard of our current facilities to the levels expected and alongside this, developing new and restructuring our existing facilities to create an offering that will maintain and increase our membership*

- **Clubs across the country such as Ilkley are having to diversify their offering and become destination venues.**
- **Increase visits and time spent at club. Enhance opportunity for secondary spend**
- **Create a club atmosphere that will encourage use by families ( competitive market).**
- **Works on the plan started in June 2021. Large number of stakeholders involved to help define the brief**
- **Halliday Clarke Architects and STRI were briefed and provided quotes. STRI appointed**

# Why a 15year Masterplan



- Strategic plan in 2019 identified requirement for Padel tennis
- The locality of Padel, aspirations for membership levels identified two main issues
  - Access – our parking will become a limitation to our growth
  - Location of Padel hugely impacts the site long term and needed to be planned to allow its further growth, but not limiting the site for development or tournament.
- A 15yr plan will help to shape development in the short term so not to constrain future plans, but also allow our site to be dynamic to respond to future trends/growth opportunities
- Each part of the plan can be broken down in phases. Business plan for each project demonstrating costs vs revenue will need to be created
- Long term costs can be planned



# What's in the Plan



## Site

- Prominent entrance to the site and into the clubhouse
- Increased parking – extending our current parking to the front
- 360° access around the club, which will allow more parking areas and greater access
- Greater use of our site as a whole, creating more recreational and social space
- Play area/outdoor gym to be installed
- Potential for primary access route into the club will be adjacent to the field
- Options for greater sustainability to be included – water retention for irrigation/solar to help power
- Allow for larger spaces for temporary structures for tournaments

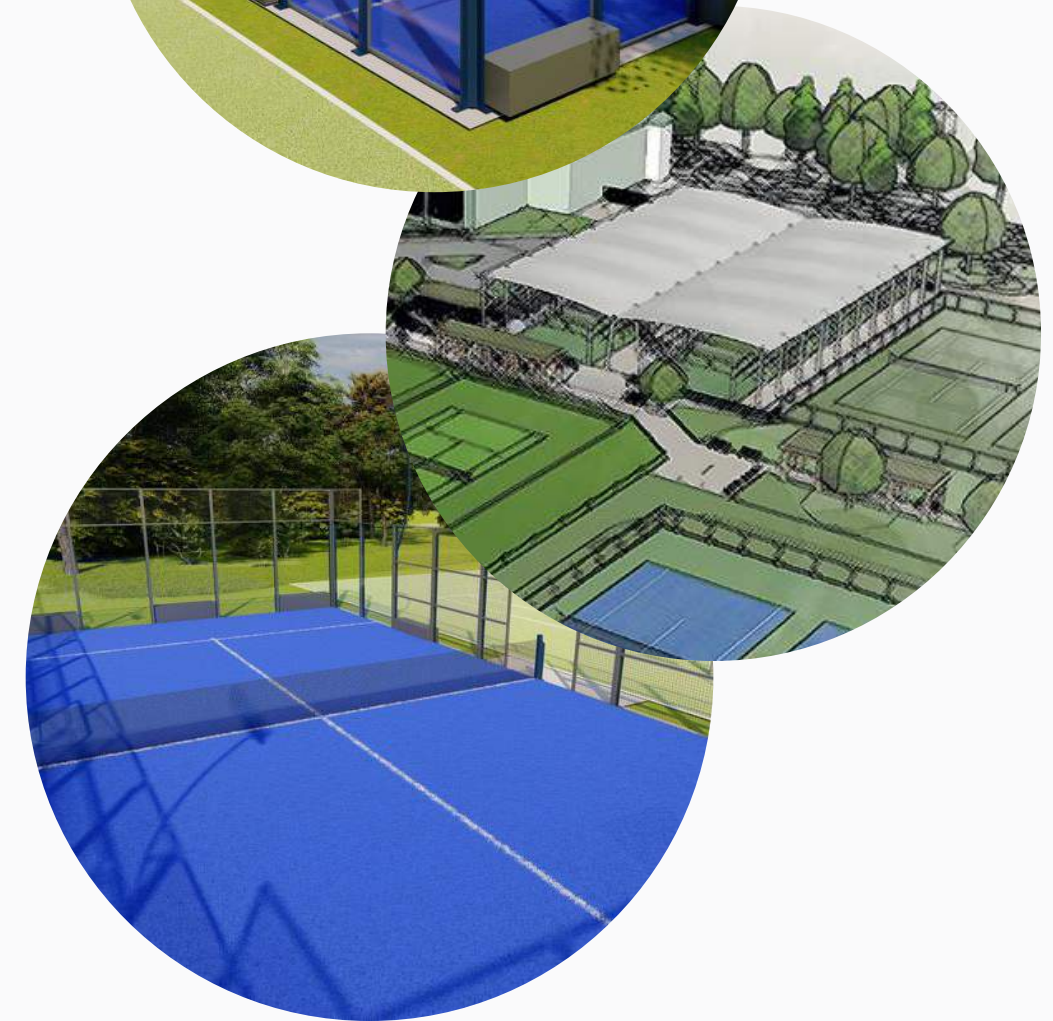


# What's in the Plan



## Padel

- Currently one of the fastest growing racket sports in the world
- LTA are extremely supportive of the development
- 4no covered courts are planned. 2 initially on Hardcourt 8, followed by 2 further courts in the future
- Payback period for a single Padel court is Circa 3-4yrs

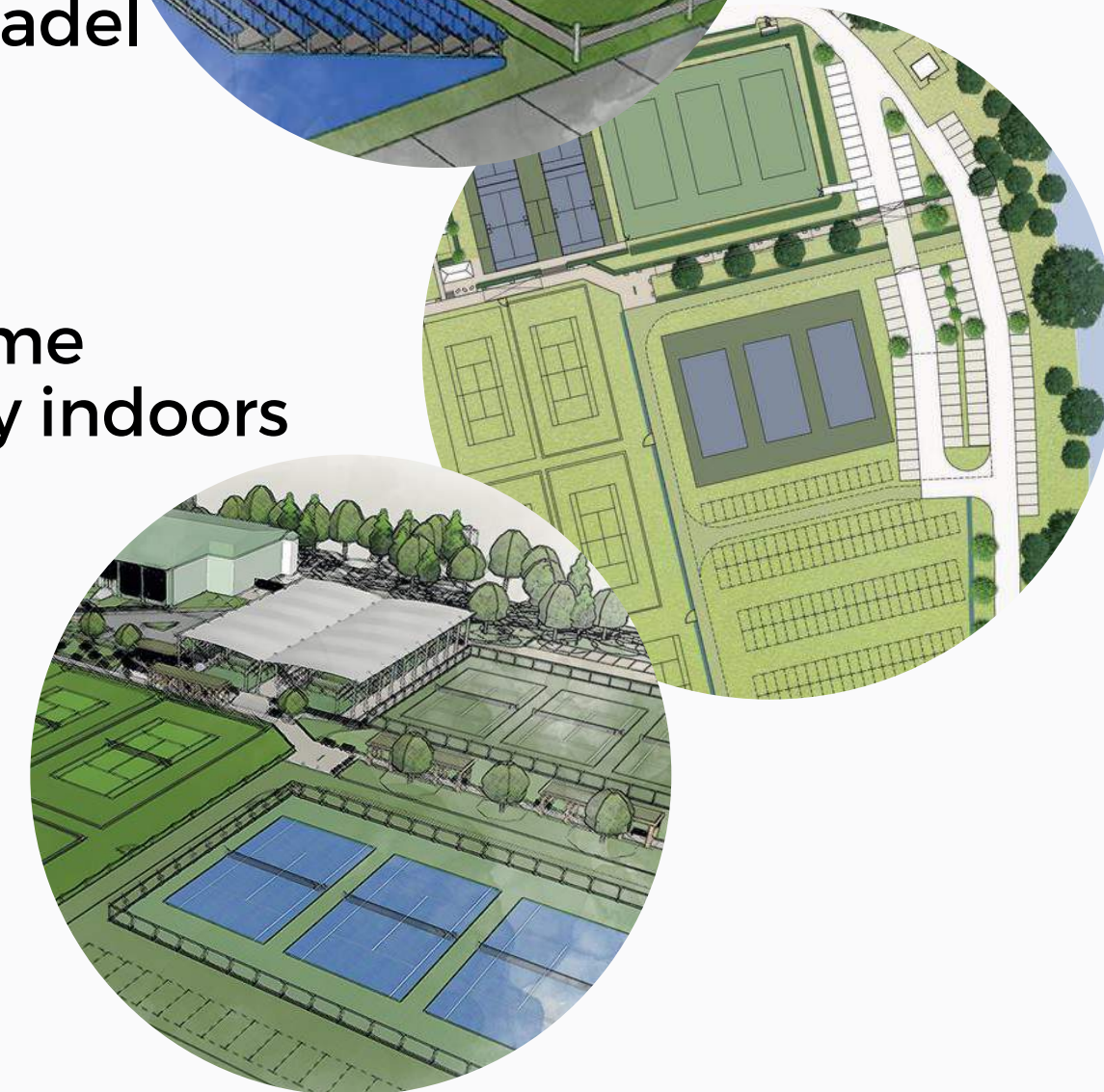
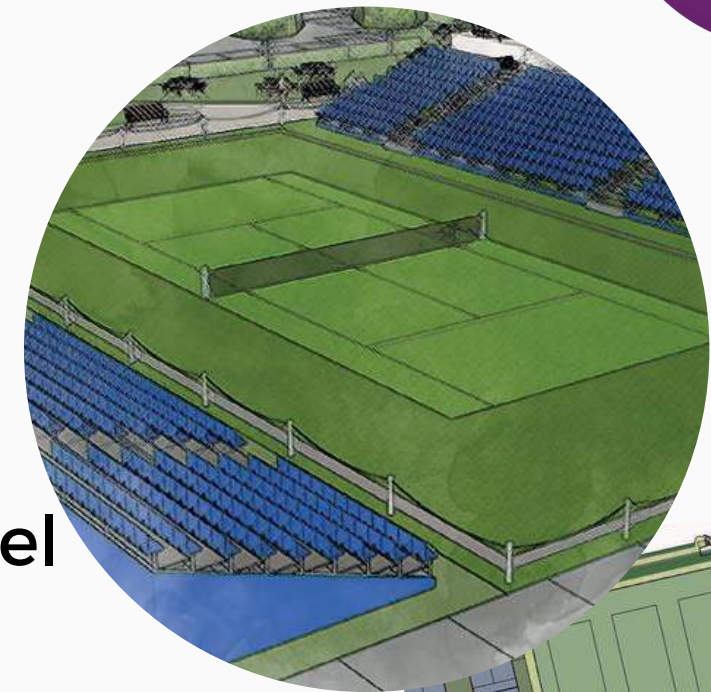


# What's in the Plan



## Tennis

- Move centre court to become more prominent. Possible introduction of permanent seating to be assessed
- 3no Hardcourts to be installed in the field to replace those used by Padel
- 1no court will be lost to Padel in the short term
- Introduction of Padel will diversify our membership and displace some players from indoor tennis courts, thus providing greater opportunity indoors
- Further indoor tennis court doesn't appear viable due to cost vs revenue, payback Circa 25yrs
- Resurfacing of indoor courts
- Install new balcony viewing from rear meeting room over indoor courts

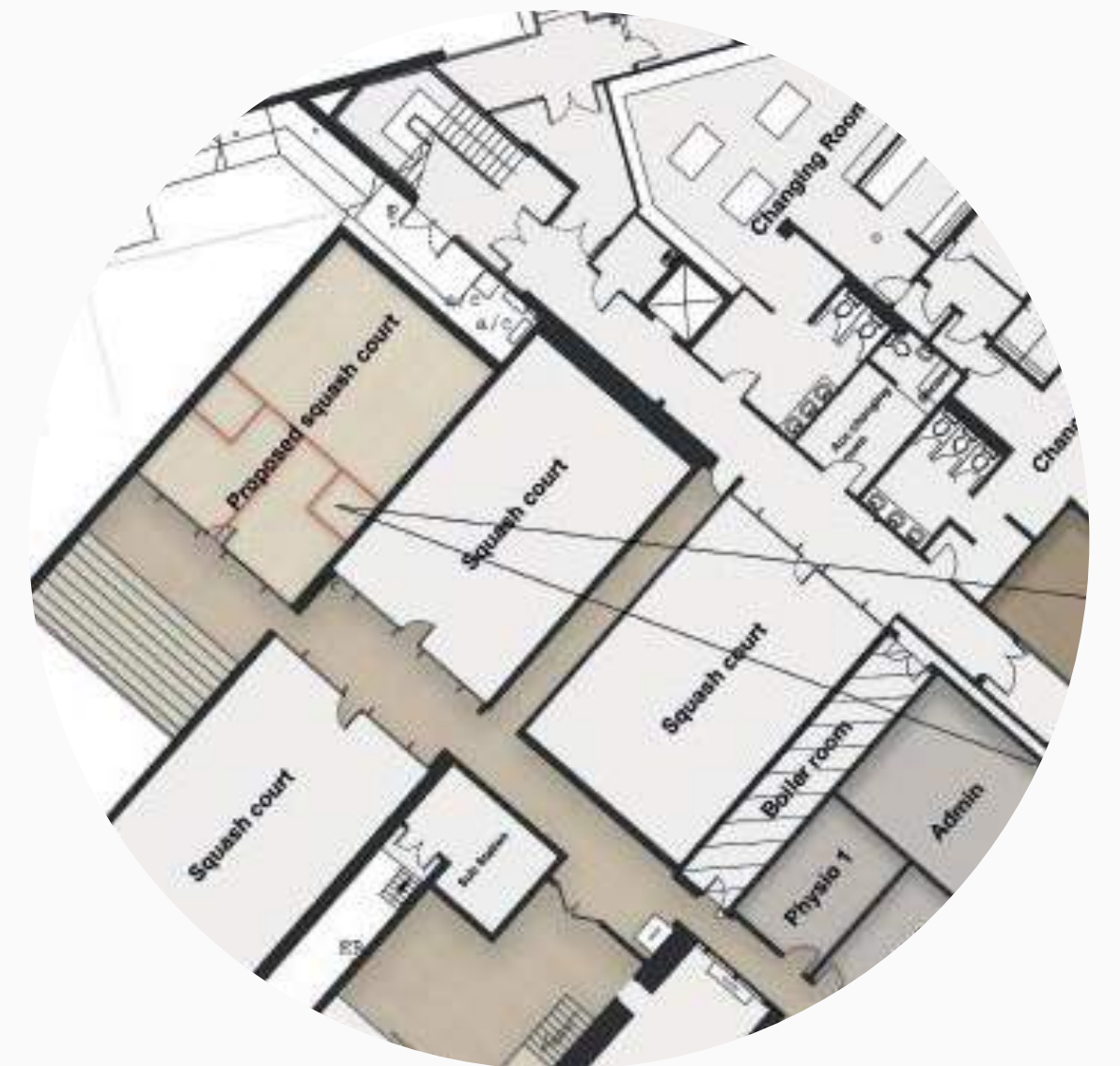


# What's in the Plan

## Squash & Racketball



- Install mezzanine between Court 4/5 to allow viewing and direct access to bar
- Rotate Court 2 and provide viewing from upper bar area. Access from the main club corridor – potential to install glass back
- Install a new purpose-built show court joined to Court 4/5



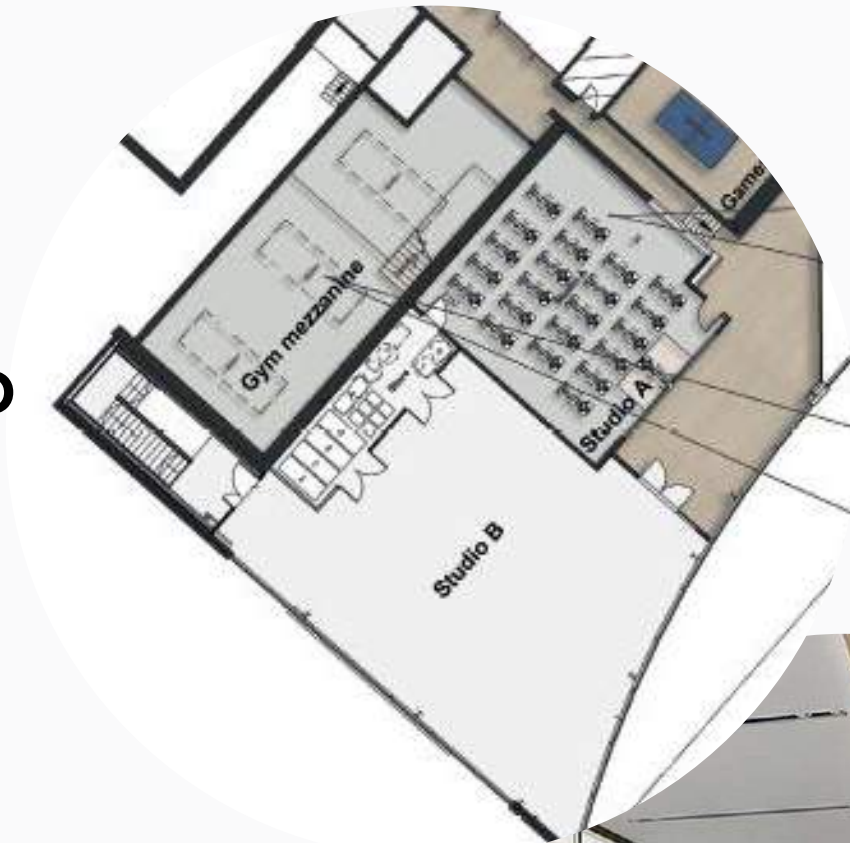


# What's in the Plan



## Gym

- Install new mezzanine into existing overspill gym area to create further 110m<sup>2</sup> floor area over two floors
- New gym space will be more dynamic, with less fixed equipment, thus allowing it to be repurposed as trends change
- Create outdoor gym space

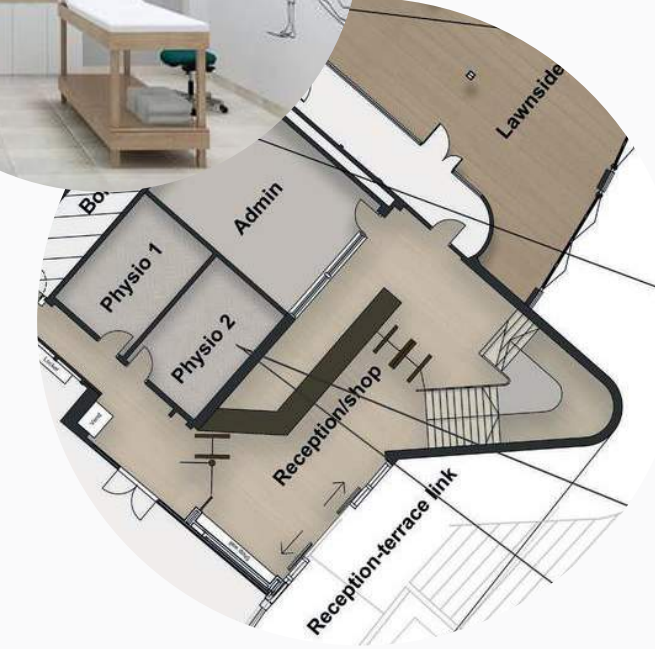


# What's in the Plan



## Clubhouse

- Move primary café bar to ground floor – Lawnside Bistro.
- Create greater connection between indoor and outdoor spaces
- Upper bar to be used as multi use space – Wework Facility/Event space
- Additional Physio/Treatment rooms to allow ancillary services
- Games room to be installed – more conducive for families and act as a destination venue
- New admin area to be created at the centre of the club. Allow ease of access between front entrance and admin areas



# Short Term Growth



- Projects identified that will help retain and grow our membership. Provide revenue that will then allow for future development and maintenance
- Planning for permanent Padel has been identified as a 6-18month timeline and cost Circa £23-£30k
- Temporary Padel to be installed to help generate revenue, retain existing members, demonstrate the demand and build additional members
- Initial refurbishment of overspill gym area to provide a purpose built facility. Expected to increase membership by 100+ with new equipment/classes that can be offered
- Refurbishment of Squash Court 4/5 to ensure we give potential to retain and rebuild our Squash/Racketball participation levels
- Work has been on going with the Board and Sub Committees to consider the short term growth and revenue streams.
- Review is being undertaken to establish the ongoing Adhoc costs of maintaining a growing facility – some areas of the club are in excess of 25+ yrs old