



CHAPEL ALLERTON LAWN TENNIS & SQUASH CLUB

139th ANNUAL GENERAL MEETING

Notice is hereby given that the 139th Annual General Meeting of the Club will be held at the Club in the bar area on Tuesday 19th March 2019 at 7.00pm.

AGENDA

1. Minutes of the 138th Annual General Meeting*
2. Chairman's Report
3. Treasurer's Report**
4. Squash Chairman's Report
5. Tennis Chairman's Report
6. Gym Chairman's Report
7. Social Chairman's Report
8. Election of General Committee

Treasurer: Stephen Lockett

Proposed: Christian Kaiser

Seconded: Tristan Milner

General Officers:

James Campain

Proposed: Stephen Lockett

Seconded: Christian Kaiser

Ross Williamson

Proposed: Maryann van Blerk

Seconded: David Lines

Arvinder S Dahele

Proposed: Martyn Wilkinson

Seconded: Maryann van Blerk

David Somers

Proposed: Christian Kaiser

Seconded: Sue Stent

9. Any Other business

The General Committee

Sue Stent – Club Secretary

*2018 AGM Minutes are available from Reception

**Detailed accounts can be requested from Reception

Chairman's Report

I feel honoured to be part of a very long list of people holding the post of Chairman and writing for the 139th AGM. What a long and proud history our Club has. This past year we have said sad farewells to long time members and friends whilst also celebrating the births of quite a few babies and potential future members of our Club. We had one of the best summers ever and many members enjoyed the beautiful weather on our terrace.

Our Club is more than just a place to train hard, exercise, compete and be the best we can. It's also a place where friendships have and are formed, a place to clear our heads, a place to share a laugh, a place of support in time of need, a place to call our local and our home away from home.

Over the past year the General Committee has volunteered endless hours at the Club. The team deserves sincere thanks and respect. May I take this opportunity to thank each of them for their time and outstanding efforts.

Areas of Focus and Attention:

1. Club Financials

In our last financial year:

- ❖ Income was £66,445 average per month whilst operating expenses were £65,615 average per month

The comparable figures for the previous financial year were:

- ❖ Average per month income £64,135 whilst operating expenses were £60,339

Costs are outgrowing income and this has been and continues to be a huge concern for the GC. Many costs are hitting us hard including:

- ❖ Wages up 5% driven by increases in minimum wage and pension contributions
- ❖ Bar expenses up 6.6% driven by supplier increases
- ❖ Clubhouse expenses up by 10%
- ❖ Water expenditure up by 70% given the hot summer and increased usage
- ❖ Electricity up 13% driven by increases in wholesale prices

Income has grown for tennis coaching (+20%), tennis and squash court fees (+18% and 7.5% respectively) and gym classes (+58%). Income has declined, however, in terms of subscriptions (-1.6%) mainly due to changes in membership categories, bar sales (-1.5%), gym personal training (-18%) and other income (-7%).

With this financial performance in mind the GC, Management team and Sub-Committees have been tasked this year with looking for every opportunity to generate income and wherever possible minimise expenditure. Some of the initiatives include:

- ❖ Ensuring money is being collected on time, every time
- ❖ Ensuring staff drive member engagement and service
- ❖ Looking at each individual cost v the income generated
- ❖ Reviewing every contract and supplier pricing
- ❖ Initiating GC approval for costs over £100 and weekly summary of those under £100
- ❖ Reviewing all internal processes and placing a value on each one
- ❖ Educating and driving members to use Club Solutions, the automated court booking and payment system
- ❖ Targeting Club Management with clearly defined targets to reduce fixed and variable costs
- ❖ Ensuring every staff member understands their role in reducing wastage, driving productivity and driving member engagement and service
- ❖ Continuing with meticulous cash flow management on a weekly basis
- ❖ Continuing our focus on “Fit for the Future” programme which will determine the short, medium and long-term strategy of our Club.

2. Membership Categories

During the past year the GC undertook extensive market research into our local markets to understand our competition, market prices and offerings. We took this information and implemented bold improvements to make our choice of memberships more attractive to both existing and new members. We implemented:

- ❖ Far more competitive gym membership pricing
- ❖ More choice of categories at competitive pricing for both new and existing members
- ❖ Categorised Junior pricing more efficiently and in line with the market
- ❖ Updated our Day membership offering in line with market standards

We have seen by the uptake in the new membership categories, by our existing members and new members, that this decision was the right one.

3. Club Investment

Even with tight control of our expenses the GC wanted to invest in the Club particularly where a material difference could be seen and enjoyed by the members. We have upgraded the bar and first floor area by undertaking:

- ❖ A full repaint with our new colours of grey, white and a touch of purple
- ❖ A full makeover of the dance floor
- ❖ Re-boarding and re-carpeting of the entire first floor and re-laying of the vinyl around the bar

We would like to say a huge thank you to member Declan Christie and his company **Luxury Flooring** for his outstanding, amazing personal support and investment into the Club by selling us all the materials and labour at cost price. We have had so many compliments about the look, feel and workmanship so this investment was most definitely the right decision for the Club. Find more detail here: www.luxuryflooringandfurnishings.co.uk

4. Our Sponsors

The GC would like to sincerely thank our team and court sponsors who support our Club. We value their sponsorship and commitment to support us in our sporting adventures each year. Our thanks go to:

- ❖ Dave Jones and Tom Flannery of **Reward Finance Group** for sponsoring our Yorkshire Squash Premier League team and Squash Courts 5 and 6 www.rewardfinancegroup.com
- ❖ Squash Court 1 sponsors **West Park Investment Partnership** www.wpip.co.uk
- ❖ Squash Courts 2 and 4 sponsors **Hicel IT Solutions** www.hicel.co.uk
- ❖ Squash Court 3 sponsors **Brigate Garage Ltd** 0113 270 3888
- ❖ Indoor Tennis Court sponsors **Paragon Creations** www.paragon-creations.co.uk

5. Indoor Tennis Roof

The cost to replace the roof covering was quoted at £240k without contingency. A 20% contingency amounts to £288k. 2 years ago the bank approved a loan in principle but on full application declined the additional funds on top of the refinancing of existing loans. This meant we had to reassess our plans and consider other solutions. We now have two other options – an overcovering or a less extensive repair and maintenance. However, we need to get a full structural engineering survey to assess what the roof can and cannot sustain and test the timbers. This is a very high priority for the Tennis Committee and GC. Funding options are currently being assessed.

6. Website

A full review to upgrade the website has been undertaken and a proposal from a supplier has been approved by the GC. This forms part of our plans for 2019.

7. Bar and Events

With concerted efforts from Aby and the Social Committee we have seen members returning to the Club to enjoy our calendar of social events. These included our sell-out Christmas party, the “Whack Thai” catering launch, our well attended and popular monthly Quiz, our annual Ball (2018 Gatsby Ball), a sell-out Cheese and Wine evening and Beer Tasting. The GC is delighted with the results and looks forward to seeing even more members at the events planned for this year.

8. Our Supporters, Staff and Coaches

Our Club is open 362 days a year from 6.30am-11pm. The GC would like to thank:

- ❖ Our team of Staff and Management working across the Club
- ❖ Our dedicated coaches and gym trainers
 - From Squash and Racketball - Peter Edwards, Carrie Ramsey and Simon Parke
 - From Tennis - Alex Thornton, Charlie Swallow, Ben Harris and Eleanor Dean
 - From Gym - Alastair McKenzie, Carl Cleasby, Sanjay Singh, Chris Smith and Ben Hattersley
- ❖ Chris Higgins, our legendary Quiz Master
- ❖ Palee Lines for the most amazing Thai kitchen
- ❖ Every single one of our sporting and social Sub-Committee members
- ❖ Christian Kaiser who, after serving 7 years on the GC, is required to retire
- ❖ Jon Round, our current Treasurer, who is retiring after serving for several years on both the current and previous GC
- ❖ To all loyal members who continue to support the Club

After election at the AGM, we will have new members joining the GC. This is exciting as it brings in new opinions, new ideas and new ways to challenge what we do and do them better.

Finally, with our Club costing almost £70k every month to run, we need your support – to renew your membership, to help us drive new members by inviting your friends and family to join, by attending sporting and social events and by using the bar.

Maryann van Blerk

Chairman – General Committee

Treasurer's Report

The Club's accounts to 31 October 2018 have been agreed by the General Committee and the Club's external accountant, Paul Cowham, and a summary of these are shown below. These are available to all members and a copy can be requested from Reception.

| | 2018 | 2017 |
|-------------|-------------|-------------|
| | £'000s | £'000s |
| Income | 797 | 770 |
| Expenditure | 777 | 724 |
| Surplus | 20 | 46 |
| Reserves | 996 | 1,046 |

Represented by:

| | | |
|---------------------------|-------|-------|
| Fixed assets at valuation | 1,540 | 1,600 |
| Current assets | 110 | 75 |
| Current liabilities | (103) | (105) |
| Loans | (551) | (524) |

Encouragingly the long-term trend of falling membership has been reversed this year and the Club's membership in the past year (figures at October 2017 & 2018) has risen from 1,277 members to 1,320 across all categories (an increase of 21 adult members excluding juniors.) The type of member however is important in terms of subscription value and the value generated has stabilised now after drop off in higher value memberships in previous years. The GC has and will continue to look at the cost and flexibility of membership in the current climate as the Club adapts to the competitive offerings in the locality but bearing in mind the premier nature of our facilities.

An additional positive is this year income has risen for the first time in a number of years mainly owing to an increase in tennis coaching income with the overall profit on coaching income rising from £13k to £17k.

Costs, however, have risen around £34k after taking account of the coaching costs relating to the increased income noted above. These are mainly wages arising from the minimum wage increases and a part year increase from having the Bar and Events Manager role. As administrative hours lost during the year have not all been replaced the overall wage bill will reduce next year other than rate rises.

Utility costs have also increased a lot in terms of price rises and the dry summer leading to an increased use of water. Competitive rates for utilities are being monitored regularly though by the Management.

Given the need to keep costs under control it was decided at the end of the year to terminate the Sky TV contract and replace it with BT Sport. The net savings of just under £7k per annum will be reflected in next year's figures.

As you will be aware an EGM was held in August 2017 to approve the refinancing of the Club's long-term loans. The meeting approved the proposal to refinance these loans with NatWest giving the GC authority to borrow up to £750k if required covering the existing loans and a contingency for the indoor tennis roof. Refinancing was successfully concluded in July 2018 when the Club borrowed £555k at a fixed rate of 4.61% for a 10-year term. Given the strain the capital repayments were having on the Club's finances the GC decided a 20-year repayment plan was prudent given the surpluses the Club is generating at present. The refinancing generated an additional £50k cash injection to the Club after costs which is being used to manage the monthly fluctuations in cash flow across the year, for emergency repairs and maintenance and to pay for the upgrade to the social area of the Club.

By the time of the next refinancing process I estimate there will be around £340k of the loan to repay.

Part of the £750k approval granted at the EGM was for £200k to repair the indoor tennis court roof. We did not gain approval at this time from the bank for this extra loan amount. The GC tasked the Club Management to do extensive work in investigating the best solution for this in the medium term given the financial constraints. There is a lot of work being undertaken in this regard and is a high priority for both the Tennis Committee and GC.

This will be my last report as Treasurer as I am stepping down from the role at the AGM. I would like to express my thanks to all the staff at the Club who have helped the GC and in particular, John Taylor, who is also stepping down from his role as the Club's internal accountant. Also all the other members I have worked with on the GC who have put a lot of their time in for nothing for the benefit of the Club.

We have a very professional and capable GC going forward and we are lucky as a Club to have such people volunteering to do these roles as believe me this is no small task.

Jonathan Round FCA
Treasurer

Squash and Racketball Report

Membership and participation across Squash and Racketball has been largely static over the previous year with numbers remaining steady. Small tweaks have been made to facilities alongside our regular court maintenance programme including improved spaces outside courts 1 to 3 along with additional clocks on those courts. I believe we have a largely positive Squash and Racketball community with excellent participation across all our offerings from juniors and adults.

Squash

Work has been put into improving the pathways available in Squash with now a full range of activities available and clear ways to progress from class to class from beginner sessions right through to our competitive teams. We have seen the number of participants increase in the mini-leagues with there now being 15 leagues with 105 people playing, this is up 25 people from last year.

The Graded Squash Open was again a huge success with 55 players from 18 clubs coming to Chapel A from across the country. Abbay Singh from India won the last competition and there were many promising young players like Sam Todd (World U17 no2) who was only seeded eight in our draw. The standard of play continues to dramatically increase year on year with work ongoing to put on a bigger and better tournament again in 2019.

Team Squash

We have 16 squash teams in three leagues which sees a full squash calendar for over 80 of our players throughout the season. Next season we will be introducing at least one junior team into the Leeds Metro Adult league as we continue to develop our talented crop of Juniors.

Our Yorkshire Premier league team has recruited Greg Lobban (current WR 27!) to play a few matches for us this season alongside our regular team so please do try to come down on Wednesday nights to see international top-level squash. The team is currently sitting third in the league after a number of other clubs have also strengthened this year (indeed 2 former world numbers 1's are playing) but we are pushing hard to make up ground in the remaining fixtures.

Other notable mentions go to the Harrogate League 1st Team which is currently top of Division 1 and closing in on the title to back up the cup win earlier in the season. Also, our Yorkshire league 4th team is currently 2nd in Division 2 and pushing hard to gain promotion.

Junior Programme

With over 80 juniors regularly participating in the Junior programme it continues to develop well. We are now starting to see an increase in the numbers of Juniors participating in sanctioned events showing the overall standard continues to improve. This year also saw a collaboration with Pontefract to co-host a Silver event which brought some of the world's best juniors to the club and will continue again next year. Additionally, we hosted a number of sanctioned and internal tournaments throughout the year all which showed strong entries.

The programme also received national recognition for the work we are doing to promote girls' participation with ex-world number 1 and current world top 10 player Laura Massaro coming to a Juniors' session. Next season we will also be looking to start increasing our junior players playing in adult leagues with the introduction of a junior team.

Racketball

Racketball participation has remained strong with great links with other local clubs creating an excellent racketball community in this part of Yorkshire which Chapel A is at the forefront of developing. We have four racketball teams including two ladies' teams. Within the club we also have around 60 players playing mini leagues and 20 people playing day-time mini-leagues.

Sponsors

Many of the events and activities mentioned above would not be possible without our growing sponsorship community. Their support is invaluable in maintaining and improving our offerings within Squash and Racketball, my deepest gratitude and thanks for another great year of support.

I would also like to thank the other members of the Squash & Racketball Committee for all their efforts and as always welcome interest from any members that want to contribute to the Committee or have any suggestions on how things can be further improved.

Lastly, I must also say a massive thank you for the hard work of our coaching team of Peter Edwards, Carrie Ramsey and Simon Parke.

Ross Williamson

Chairman - Squash and Racketball

Tennis Report

Facilities

The outdoor courts continue their cycle of regular rejuvenation and have recently been assessed to be in good condition by independent consultants. The grass courts suffered from early summer heat and drought but improved, with the help of a new roller that was used for the first time.

Inspections of the indoor court building have shown that it maintains structural integrity even though it has outlasted its predicted lifespan but inevitably there is some deterioration as there has been no significant maintenance in its 35 year existence. Currently, a structural review of the building is being progressed. Once we understand exactly what our roof can and cannot withstand from a structural perspective we will progress with affordable and cost-effective options. This is a high priority for the Tennis Committee and GC.

Coaching & Competitions

There has been a restructuring of the coaching team which has led to the departure of Ben Riby; we thank him for his services and wish him well for the future. Alex Thornton continues as Tennis Operations Manager and enthusiastically heads up the junior coaching programme which receives good approval comments from children and parents alike for quality and enjoyability. Other qualified members of the coaching team include Charlie Swallow, an experienced coach and regular Men's County and National Premier League player; Ben Harris, the current Chapel A Singles Champion; and Eleanor Dean, who is an ex-professional top 500 WTA player. All of our coaches are approachable and will happily explain the coaching options available to you.

We have been accepted by the LTA to run our Grade 4 Easter Open and Grade 3 Summer Open tournaments again this year after running fantastic events over the last couple of years. We will also run a new Grade 4 during the May half term week and look to run another event in the October half term. Alex runs Mini match play events once a month on a Saturday attracting players both from Chapel A and other clubs, with good numbers on all events. We are hosting the Yorkshire school games tennis finals on the 14th March 2019 bringing in 12 schools from in and around Leeds. Alex and Ben are visiting 12-16 schools leading up to the event delivering coaching and advertising the Club. A Tennis for Kids' course will be run throughout February and March, and we will be having a big Open Day in March on the back of all the schools work.

Adult Play

Tennis Tuesdays for ladies and Advantage Thursdays for men are played throughout the year on outdoor courts whatever the weather. These sessions encourage players from the Club and from the community to enjoy games with some coaching support and are free to all Club members. Adult pay and play sessions are available 6 days per week and attract both members and non-members. New this year are corporate tennis networking events and cardio tennis will be introduced outdoors during the spring. Events organised by individual members are supported by the Club where they increase participation – these include tournaments run by Joe Jeynes; the Shermerater Invitational Classic that is now in its 10th year; and the elite-level Masters Series, which uses the SIC as a feeder event from which it selects its most talented players.

Men's and ladies' team practice sessions are well attended throughout the spring and summer, with plenty of enthusiastic players for the National, Yorkshire, Leeds, Barkston Ash, and Winter league teams. In the 2018 Club Championships men's final, Ben Harris beat defending champion James Campain. There were 2 new finalists in the ladies draw, and in an epic match that lasted over 2 hours, concluding in a thrilling final-set tie-break, Clare Morris eventually defeated veteran Sue Stent.

Events in 2019

The annual Wimbledon ballot is on Sunday 28th April, the Club Championships are 13-20th July, and a range of social tournaments will run throughout the summer. Our Summer Open Day on 15th June will also host a Great British Tennis Weekend which is important for increasing participation. The Committee, coaches and staff are continually exploring ways to increase court usage, improve facilities, promote fitness and enjoyment, and attract members to play tennis.

This is my last AGM as Tennis Chair since I joined the General Committee nearly 7 years ago. I thank everyone that has helped and supported me on the Tennis Committee, as well as captains, volunteers, staff and coaches. Special thanks to Sue and Trevor Stent who have served longer than me, give so much of their time in helping to improve all aspects of the tennis section, and whose knowledge, dedication and enthusiasm are of such value to our Club. I am confident the tennis section will continue to develop effectively under new Chairmanship and a very enthusiastic Tennis Committee.

Christian Kaiser

Chairman - Tennis Committee

Gym Report

Membership

After years of declining numbers we finally seem to have stemmed the tide. In 2016/17 adult Club membership with access to the Gym dropped 14% with Gym only membership down 17%. By midway through the 2017/18 year we halted the decline in Gym access numbers but “Gym only” had dropped a further 9% in 6 months.

A thorough review of the Gym’s local competitive position revealed that our Gym only membership was too expensive for the facilities we were offering but conversely our “Day” membership was including hours designated by our competitors as peak hours without charging a premium for it. After much debate within both the Gym Committee and the General Committee the new “Off-Peak” membership was launched in place of the “Day” membership and the price of any-time Gym membership was reduced.

Whilst it is early days the impact thus far has been positive. At time of writing, Gym only membership has rebounded by 16% from the middle of last year and Club members with Gym access has started to increase again, helped also by the new “Gym and...” memberships. Our challenge this year is to continue to drive this growth up to and beyond the membership numbers needed at these lower prices to achieve growth in membership income.

Equipment

After protracted issues with the leases, the two new replacement AMT machines were finally installed. The other major purchase was the Ski-Erg machine - a sort of vertical rower which has proved a popular addition. Just under a further £2000 or so was spent on a wide range of new and replacement smaller items.

Classes

The range and number of classes being offered by the Club continued to expand during the year and has further expanded since the year end. Our competitive review last year showed how important classes were as part of the Gym offering and there is no doubt that the current line-up has played a part in reversing the membership decline. The Older Age Fitness classes have been particularly popular with members and will remain a key area of focus.

Most of the classes, along with our superb fitness assessments (open to ALL members, in case you haven't had one yet!) and twice yearly Gym programme reviews for all Gym members, are operated by our outstanding Gym instructors. I'd like to take this opportunity to thank and pay tribute to Alastair and his team for their fantastic work over the year under review and since.

Committee

The work undertaken by the Gym Committee is vital in advising the General Committee on the best use of the resources at our disposal. I take this opportunity to thank all of them for the time and effort they put back into the Club and for their wisdom and guidance on everything outlined in the above report. It was with sadness that we last year bade farewell after many years' service to Karen Burton. I'd like to thank her for the many hours she's given in service to our members.

We were delighted to welcome Bridget Emery as a new member of the Committee last year and continue to seek further new members. We're particularly keen to find ways of engaging the Gym users more in the social side of the Club. Anyone who is interested should contact me on my email gymchair@chapel-a.co.uk

Kerry Benson
Chairman - Gym Committee

Social Report

New Social Committee

I must start by thanking James Butterworth for his fantastic work and continued contribution to the Social Committee has been most welcome.

Aby Milner continues to work closely with the Social Committee in creating and developing new ideas that will appeal to all Club members. Events are communicated on Facebook, the website, Twitter, notice boards, email and an events booklet to try to reach as many of our members as possible. We are keen to ensure that traditional events are done well, alongside generating new ideas. All events are designed to bolster the Club's social scene and make it a great place to be.

2018 Events and Plans for 2019

In September 2018, the Club celebrated Peter Edwards 30th anniversary at Chapel A with the 2nd Retro Squash tournament. We celebrated Peter's achievement with wooden racquets and tight shorts. A memorable evening.

The Gatsby Ball, our themed annual ball, was well attended but with scope for more numbers. Feedback tells us that many people were away in September, and so the Ball this year has been moved to October and we hope to see as many of you there as possible.

November saw the launch of the new Thai caterers at Chapel A. They continue to go from strength to strength with quality food for our members.

In December we relaunched the annual Christmas party with the 'Funk Lockers' band providing live music and dancing. This was very well attended and enjoyed by those present. The band for next year is already booked along with the addition of a DJ and is set to be a huge event at the Club.

February saw the first Bar Olympics. The event was well attended and enjoyed with a strong competitive edge from those who participated. We will be looking to do this again later this year.

The Friday night Quiz, hosted by Chris Higgins, is always well attended and January was no exception. This has also been an opportunity to invite new members to experience the social aspect of our Club.

We have other really exciting things planned for the coming year. We want to make more use of the terrace as it gets warmer, perhaps with regular music and BBQs. We are still considering some great ideas for the Summer Party in June so keep your eyes peeled for announcements. Coming up we also have long-running favourites like the Hotfoot and Quiz Nights and the Yorkshire Three Peaks in May.

Another thing we are keen to promote is how versatile the Bar area really is. The bar staff will assist with any event you want to run or party you want to host. We've got speakers to play your music from whether it be your band or a playlist; we can host dinners to suit your requirements and Aby loves a good party whether it be 10 people or 100, so please do just e-mail her if you need a space.

Ultimately, for any of this to be a success we need two things:

- ❖ Your attendance
- ❖ Your feedback

We want nothing more than to plan events which appeal to as many people as possible, and to do that we need to know what you want.

Whether it's a Friday evening BBQ or a ticket to the Ball, the Club needs your participation to enable us to continue to run events. If you have any ideas or suggestions for future events please get in touch with me: social@chapel-a.co.uk

We are excited about the year ahead and look forward to seeing you enjoying yourself at our events.

Ronny Dahele
Chairman - Social Committee

