

2022 AGM: INFORMATION PACK FOR CIRCULATION TO ATTENDEES

1. Welcome, Apologies and Approval of the Minutes of the 2021 AGM

The minutes are available in the governance section of the website.

Resolution 1. To approve the Minutes of the 2021 GM

Proposer: Diane Ashley Seconder: Nigel Turner

2a Chairman's Report – Nigel Turner: Achievements in 2021

Safety: happily, we've had no falls or accidents requiring an ambulance. However, as our hard courts approach the end of their lives, they remain wetter for longer. Please ensure that your tennis shoes don't lose their grip!

Security: over the summer, equipment was vandalised in the pre-school next door. Also our bar operators do not always feel safe when locking up the club late at night in the dark. We are therefore looking at adding additional lighting over our entrance / exit area and also installing a CCTV system to cover the area around and inside the clubhouse.

This won't cover the courts (there are safeguarding issues with this) and it's not to monitor who's drinking what in the clubhouse! It's to act as a deterrent against potential intruders and as a source of information should anything happen. The recordings will of course be erased at regular intervals. We will need to apply for landlord's permission, publish a policy and obtain a license. This will take a bit of time. Please remember to lock up the courts/clubhouse if you're the last to leave.

Our Goals for 2021: at last year's AGM, we set out five main goals. In fact we ended up with six key goals (finding a new head coach!) and it's been one of the hardest years we've had.

1. To manage the club safely through the rest of the pandemic

It's still continuing of course. We were in full lock down this time last year and the club was shut. We then had the 'rule of six' outside and re-introduced our pre-arranged club sessions. We've had various regimes for using the clubhouse. We supported our coaches and redesigned Finals Day to allow for social distancing. Since the pandemic started, we've been through 17 different sets of changes. Thank you for supporting us through all this and being considerate to others.

2. To maximise the retention of our new joiners

In 2020, across all membership categories, we had 99 new joiners – a record! Being in lockdown, we contacted them with emails and asked them to complete a survey. We polished our renewal letters and developed new induction information sheets and

a guide to booking courts. In the summer, when we were finally able to do it, we held our first ever new members' social event in the garden.

Our overall retention rate for new members was 73% in 2019. We raised this to 89% in 2021. The figures are in the membership section. Well done Trudy and others.

3. To relaunch and refresh our junior offer

Despite the record number of new members, our junior membership actually fell in 2020 so we needed to address this. We reviewed our junior offer and made improvements. We restarted 'junior Fridays' – although success was patchy. Our coaches have long been active at local junior schools but this year we also made contact with the three local secondary schools. We also reviewed and improved our mini and mini-parent offer.

Our junior and junior parent memberships have now returned to their 2019 levels and our mini and mini parent memberships increased significantly. There's still more that can be done – and Ed will cover this shortly. Well done Bex, Jo, Andy and others.

4. To review the operation of our club sessions and grading system with a particular focus on Sunday mornings

This has been the most difficult objective, with some success but also some upset and unfinished business. We had identified in 2020 that the Sunday morning session was patchy, hadn't had enough attention paid to it and was no longer attractive to our stronger players - which was the original intent. This was a missing link in our membership offer to attract strong players. The session had not been coach facilitated because our coaches need Sunday off. However Nigel Catlow offered to facilitate the session if it became pre-arranged and communications could be via WhatsApp.

The tricky decision was where to pitch the eligibility standard. If it were too high there wouldn't be a big enough pool of potential players; if it were too low, the level of play would be too wide and not attractive to the stronger players. The decision was taken to raise the level and focus on 'team player standard' which would cover all C2s and the top part of grade C1.

This higher cut meant that some individuals who played regularly on Sundays would no longer be eligible for the club session. A small number of those no longer eligible were pretty upset, felt we were being unfair, and some made strong representations multiple times. We held face-to-face discussions, had practice sessions with a borderline case, and involved our coaches in reviewing an eligibility appeal. To help those affected keep playing on Sunday mornings, we released unused courts and notified them in advance of this.

We offered to review the new session after four months of operation. Outside the holiday season, four or five courts were being used. A survey of the participants gave the session very good reviews. Although a couple of respondents wished to raise the playing standard still further, all the others wanted it to stay at its new level. We therefore decided to keep it 'as is' but to reduce the maximum number of courts from six to five to ensure that at least one court was always available for individual booking with any further unused courts being released a few days before.

However, the Sunday session is still an issue for some of those whose who are not eligible and who have already been in touch prior to the AGM. At the meeting, we will respond to their comments and to any others we receive about the session.

From my own perspective, it seems that our Sunday mornings are now often buzzing. It's not just stronger adults, it also enables our strongest juniors to play up and develop their tennis. It's great to see - including the personal bookings by other members who wish to keep playing at this time of the morning. Many thanks to Nigel Catlow for the time and effort put into facilitating the new session.

With all this, and then with the need to find a new head coach, we didn't make too much progress on the other club sessions. Ed will cover what we hope to do in 2022. But I need to stress that, if we're going to improve our sessions and refresh our grading system, there will be further changes. Change by its nature may affect and upset some people. It's fine to raise issues, express disappointment or lodge an appeal. But there has to come a time when things have to move on. Committee members try to do what is right for the long-term interests of the club. Please respect this and also the fact that we're volunteers giving up our spare time for the club.

5. To complete the second year of the club leadership transition

Two years ago, we announced that Diane, Judi, Paul and I (Nigel T) would all be standing down from our various roles. We had accumulated several hats and we needed to split these off and make the main roles clearer so we could find replacements.

Thanks to the following for taking over Judi's and Diane's 'additional roles':

- Louise Cummins, Mike Collins and Sheila Budd for being our clubhouse team
- Trevor Cook for looking after clubhouse maintenance and inspections
- Almut Dirks for becoming our communications co-ordinator
- Katy Cook for becoming tournament co-ordinator
- Scott Dowsett for becoming men's team co-ordinator
- Helen Shepherd for becoming ladies team co-ordinator
- Alison Foster for becoming welfare officer next December

Our thanks also go to:

- Julia Crowe for taking over as deputy welfare officer from Janet Catlow
- Martin Crayton for taking over ball management from Pam and Richard Lamb.

Thank you Janet and the Lambs for your time and efforts in these roles.

We also have a very strong committee and board of directors going forward. You know the contribution that Mike, Bex and Nigel Catlow have been making over recent years. Jo has now handled a full year as club secretary and made a great contribution to her sub-groups. Trudy has completed her first year as membership secretary with great success and, being a nurse by profession, also makes a big contribution on matters of health and safety.

Martin, who is an accountant by profession, will be a great replacement for Paul as Treasurer and Ed will prove a great replacement for me as Chairman.

My confidence is evidenced by the way Ed, Bex and Martin went about our unexpected goal of *finding a new head coach to replace Andy*. It was a very well run and effective process. Luke Digweed of the LTA who was part of it, said it was the most professional club recruitment process he'd seen. It's not just choosing the right person. It's negotiating the contract, ensuring that we retain Simon and Zak and providing the support that will help Alex run his own show and become a key part of club leadership. Well done and thanks to the three of you.

2b Chairman's Report – Ed Stansfield: Goals for 2022

A new Head Coach, a new Treasurer and a new Chairman will make 2022 a year of significant transition for the Club. So inevitably a fair proportion of the Committee's effort will be devoted to ensuring that we don't drop the ball on all the background work required to keep the club running smoothly, such as paying the bills, supplying balls as well as court and clubhouse maintenance. However, the Committee has set itself four additional objectives for 2022.

1. Ensure a smooth transition between Andy Te and the New Head Coach Alex Jackson

For members, the key change this year should be the arrival of Alex Jackson, our new Head Coach. Of course, Alex has some big shoes to fill, but we are confident that he has the energy, enthusiasm and expertise to do just that. A week-long handover with Andy will allow Alex to see our current coaching offer in action, helping to ensure a smooth transition from the outset. And over the rest of the year, while Alex gets established, the Committee will be on hand to offer support, as well as discussing Alex's ideas for moving our coaching offer forward. Please do whatever you can to make Alex feel welcome.

2. Bring our junior offer more closely into line with LTA Youth

As we have already noted, 2021 has seen a recovery in our junior membership. But we would like to continue to develop this section of the club to build on the work that Andy and his team have already done.

Provisional discussions with Alex have pointed to the opportunity to bring our current offer more visibly into line with the new LTA Youth programme that was launched last year. This should give parents confidence in the quality of our coaching offer and help to provide a slightly clearer development pathway for juniors, giving them a clear sense of how they can continue to develop.

We will also look at cementing, and perhaps extending further, our links with local schools and whether there is sufficient interest to allow us to establish "junior night" or something similar as a regular part of our weekly calendar.

3. Finalise the review of grading and club sessions and effect changes

Club sessions are important. They are vital as a way of integrating new members, allowing our coaches to get to know us and us to know our coaches. They also allow members who might not otherwise meet, to play together occasionally. Last year's member survey confirmed that our club sessions are valued. But some concerns were raised about the transparency of the grading system and the fact that it has never been updated. There were also some concerns that the old distinction between the Tuesday and Thursday evening sessions had been lost.

Attendance levels at the sessions in recent months suggests that not all are working as well as they could. For some members, the club sessions work best when they provide sets that are as satisfying and as competitive as the games they might arrange for themselves. For others, the sessions are social as well as competitive, a way of playing with new people and raising their level as they play more tennis. We have five club sessions a week. We've addressed the Sunday session and may need to refresh some of the others. To that end, over the next few weeks, a sub-committee is looking to finalise a new grading system and consider any changes to the focus / eligibility for the other sessions. If we make good progress, our aim is to communicate the changes before the start of the start of the new membership year in April and implement them then or shortly afterwards.

4. Update the club's facilities plan in preparation for upgrading our lights & court surfaces

Our final objective for this year is to update the Club's existing facilities plan. In the fairly near future, we will need to upgrade our court surfaces and perhaps our floodlighting as well.

But before we commit to any work, we need to get a proper understanding of our options, including the choice of surfaces, the likely costs and whether the club's existing financial reserves are sufficient to cover them. We also need to work out whether we can tackle the lights and court surfaces together, or whether we need to treat these as sequential tasks and, if so, which should come first. A final consideration is how the work can be done with minimum disruption to our playing time.

Members will, of course, be asked to approve our plans for any major work and the resulting expenditure. But at this stage it is impossible to put a timescale on how quickly we might be ready to put forward proposals. Rest assured, however, that we are keen to ensure that the Club provides us all with the excellent playing facilities that we have come to expect, and that facilities planning will be a high priority for the Committee this year.

3. Treasurer's Report – Paul Carton

Annual Accounts: the LTCL annual accounts for the period April 1st 2020 to March 31st 2021 show a net surplus (after depreciation) of nearly £25k. Subscription income was similar to the prior year but expenditure was lower reflecting reduced activity due to playing constraints. Most of the net surplus resulted from a government Covid support grant of £20k. This will make a useful contribution to funding the major costs of renewing our court surfaces and older floodlights. Financial assets at March 31st were approximately £97k including £20k of advance subscriptions for this financial year. The net surplus for 2021/2022 is forecast to be around £14k.

For a breakdown of the 2020/21 figures and more on the projected results for 2021/22, please see the appendices at the end of this document.

Resolution 2: To receive the LTCL Accounts for the period April 1st 2020 to March 31st 2021. Proposer: Paul Carton Seconder: Martin Crayton

Resolution 3: To appoint Irene Gawne as the Independent Examiner of the club accounts. Proposer: Paul Carton Seconder: Nigel Turner

After 15 years as our Treasurer, Paul is standing down. Our sincere thanks go to him for all he has done over this long period.

4. Membership Report – Trudy Mapstone

Membership: April 2021 saw the relaxation of on-court Covid restrictions so we were delighted to offer 'near normal' playing opportunities at the club. However, recognising the great support of members through 2020/21, we decided to improve the 'early bird' discounts and extend them to the end of April. In this way, the cost of Adult membership was reduced from £230 to £205. Other renewals were reduced from £70 to £65. In addition, we were pleased to waive floodlight fees and our tea and coffee charges.

As already mentioned, we increased our membership retention rate from 73% in 2019 to 89% in 2021 and relaunched our junior and mini tennis offerings. Last year's AGM approved a Young Adult membership and we now have 7 members in this category. At year end we had 384 members up from 329 at the end of March 2021. This is an increase of 55 new members which is incredible and an encouraging new record for the Club. Well done to all involved!

Membership Statistics					
Category	Total 2020	Renewed 2021	New 2021	Total 2021	Change
Adult	182	168	28	196	+14
Young Adult	0	5	2	7	+7
Student	12	12	0	12	0
Junior	70	57	24	81	+11
Junior Parent	25	19	7	26	+1
Mini Tennis	15	8	20	28	+13
Mini Tennis Parent	9	2	9	11	+2
Social	12	14	2	16	+4
Honorary	4	7	0	7	+3
Total	329	292	92	384	+55

2022 Subscriptions: this year will see us returning to more normal business. Inflation is currently running at around 5%. There has already been a significant increase in the cost of energy bills. Cost increases look set to continue into 2022. We are determined to use our covid grant monies wisely, keeping them to support the improvement of our court surfaces and the replacement of our old floodlights. We also intend to offer more frequent tennis ball changes, up from 3x to 4x per week, and balls remain an important part of our subscriptions.

We therefore propose to increase the cost of our subscriptions as follows:

- Adult membership by £10 to £240
- Young Adult membership by £5 to £120
- Junior and Junior Parent memberships by £2.50 to £72.50.
- Student membership by £7.50 to £72.50 to align with junior membership
- Mini, Mini Parent and Social memberships will remain at £35.

Early bird discounts will return to normal levels and apply to members renewing up to and including 14th April 2022: Adult: £10; Young Adult: £5; Student, Junior and Junior Parent £2.50.

Resolution 4: To increase annual subscriptions by up to £10 as shown above

Proposer: Trudy Mapstone Secunder: Rebecca Ussher

5. Social Report – Rebecca Ussher

During 2021 we continued to navigate the changing Covid guidance and reintroduced safe social events where we could. Full restrictions were eased in July, however, to minimise risk and increase confidence, we chose to operate outside as much as possible. The new garden area again proved invaluable and was highly utilised by members and guests.

From July onwards we managed to reintroduce some great social events bringing the members together again: -

- *New member welcome event:* This was a new initiative to allow new members to meet each other and committee members in an informal setting. This was particularly important as many had joined during the restrictions with limited opportunity for social mixing. It was a great success and an event we will look to run again.
- *Champagne Tasting:* Mike Watkins expertly led 34 of us through six different varieties of champagne alongside charcuterie platters and delicious cheese. Sponsored by Taittinger, it was a brilliant evening enjoyed by all. Thank you Mike.
- *Mixed American Doubles Tournaments and BBQ:* We had two of these with attendance at capacity. They were great fun with drinks and BBQ in the garden area afterwards. Thanks to everyone who helped on the day and particularly our resident chefs on the BBQ Rob Robinson and Mike Watkins.
- *Finals Day:* the bar was open from mid-day until late evening with a BBQ running until the presentations. This was the first time the new garden area could be fully used for Finals Day and the spectator attendance and support was incredible. An amazing team effort from the bar operators and a herculean performance from Rob who kept the BBQ going all day.
- *Festive club sessions:* These happily returned in December having been in lockdown in 2020. The format changed to include the Saturday afternoon session as well as Tuesday evening. Places booked in advance avoid sitting out. Both sessions were at capacity with mince pies and mulled wine served in the garden afterwards.

Going into 2022 we will continue to look at bringing back as many of the popular social events as we can whilst taking into account Covid guidelines, safe operating and members' wishes.

In particular we will focus on the following: -

- Spring Party – in May, to say another thank you to those who have stepped down after many years of committee service and to catch-up with club guest Andy Te!
- Mixed Doubles Tournaments and BBQ
- Finals Day
- Quiz Nights
- Christmas Party

In addition to opening *the bar* for specific events, we have also opened the bar as much as possible after social club sessions throughout the year when restrictions permitted and for junior evenings and post-match hospitality. It is important to note we now operate a cashless bar system and require all bar operators to manage payments through the SumUp App. If you would like to be trained as a bar operator or join the bar committee please contact Bex.

Big thanks to the Bar Sub Committee (Rebecca Ussher, Mike Watkins, Rob Robinson and Katy Cook) for all they do.

6. Team Report – Diane Ashley

We managed to successfully complete all *summer leagues* in 2021. The most notable results were:

- Dorking & Leatherhead League: Men's 1 won Division 1 and the Mixed team were runners up also in Division 1.
- Surrey Leagues: Ladies 1 won Division 10 and the Ladies Mid-week team won Division 12. The Men finished as runners up in Division 17.

Well done to all involved with the teams, players and captains. Let's hope for another successful summer season in 2022.

Currently we have four teams playing in the Winter Surrey Leagues; fingers crossed all matches will be able to be completed.

Thanks again to captains for their work in organising teams and players for representing the club.

More detailed information on last's summer's results will be posted on the website.

7. Election of Directors and Committee Members - Mike Watkins

Paul Carton and Nigel Turner are standing down. All nominations for positions are uncontested and so the proposals are collective:

Resolution 5: To appoint Ed Stansfield as Chairman and Director, Martin Crayton as Treasurer and Director, and Rebecca Ussher and Trudy Mapstone as Directors of Leatherhead Tennis Club Limited. Proposer: Nigel Turner Seconder: Paul Carton

Resolution 6: To appoint the following members as the Management Committee:

- *Ed Stansfield Chairman*
- *Martin Crayton Treasurer*
- *Trudy Mapstone Membership Secretary*
- *Rebecca Ussher Chair of Bar and Social Committee*
- *Jo Hammond Club Secretary*
- *Nigel Catlow General Member*
- *Mike Watkins General Member*

Proposer: Nigel Turner Seconder: Paul Carton

8. Any Other Business

Please let us know if you have any items to raise here and we will address them at or before the meeting.

9. Coaching Report and Presentation to Andy – Nigel T and Rebecca Ussher

Tribute and presentation to Andy. Big thanks for 16 years of great service to the club. Best wishes to Andy and his family for their new life in Manchester.

10. Final Remarks and Close –Ed Stansfield, Paul Carton and Nigel Turner

Thanks to Nigel T for serving as our Chairman over the last ten years.

PTO for the additional information on the Accounts

**TREASURERS REPORT
YEAR ENDED 31 MARCH 2021**

1 INCOME

Subscription income held up which is a tribute to our membership in supporting the club in what were uncertain times. Other sources of income were much affected and reduced by £7,000.

2 EXPENDITURE

a) Our normal costs excluding court maintenance and depreciation were down by £3K mainly as a result of reduced activity.

b) The breakdown of our court maintenance costs is -

Repainting of hard courts	-	Exceptional last year £7,800
ETC contract	3,480	
SSP maint	950	
Clay	1,250	
Misc	750	
	<u>6,430</u>	

3 IN SUMMARY

On normal activities our total income of £47k less expenditure of £25k gave a surplus before depreciation of £22k. After charging depreciation of £17k we were left with a net surplus of almost £5k. Exceptional income from covid grants of £20,000 increased the year's surplus to £25,000. The Covid grant money will make a useful contribution to funding our Facilities Plan.

4 BALANCE SHEET

a) The net of depreciation values of fixed assets at 31 March 2021 were as follows -

Clubhouse	85,000
Outside social area	15,500
Courts	14,275
Courts 1-4 floodlights	5,500
Court 5 floodlights	23,700
Sundry equipment	2,600
	<u>146,575</u>

b) Bank balances are shown as £97K, but this includes advance subscriptions paid before the year end of £20K. Our true cash reserves at 31 March 2021 are approx £77K compared to £52K last year.

5 PROJECTED 31 MARCH 2022 RESULTS

Subscription income will be in line with recent years but there will be little contribution from social events, the bar or from lighting and other minor charges which were waived. The club has received a further grant of £8,000. We are therefore projecting an approximate surplus for the current year of £14,000 after running costs and depreciation.

6 CASH BALANCES AT 1 DECEMBER 2021

LLTC	2,000
Ltd company	63,000
Birmingham Midshires	53,000
	<u>118,000</u>

Approx £8,000 is needed to see us through to the end of the year before next year's subscriptions fall due.

LEATHERHEAD TENNIS CLUB LIMITED**Summary of 2020/21 Accounts**

	31-Mar 2021		31-Mar 2020	
	£	£	£	£
INCOME				
Subscriptions	43,864		43,201	
Bar profit	252		1,358	
Floodlights	1,057		3,082	
Social	-		2,101	
Misc	2,396		4,314	
		47,569		54,056
EXPENDITURE				
Rent & rates	3,816		4,161	
Electricity	2,252		4,062	
Insurances & licences	1,219		1,562	
Cleaning	1,549		1,921	
Miscellaneous	1,780		1,604	
Coach retainer & fees	3,124		3,335	
Tennis balls	2,892		3,350	
Clubhouse repairs	1,593		1,837	
Gardening	1,090		895	
Court maintenance	6,430		11,656	
Depreciation	17,003		12,745	
		42,748		47,128
Net surplus		4,821		6,928
Covid grants		20,289		-
Total surplus for year		25,110		6,928
SUMMARY BALANCE SHEET				
Fixed assets		146,575		144,950
Current assets				
Stock and debtors	5,681		9,142	
Bank balances	97,063		80,091	
		102,744		89,233
		249,319		234,183
Liabilities				
Advance subscriptions	20,060		28,562	
Loan	-		-	
Sundry creditors	400		1,872	
		20,460		30,434
		228,859		203,749