

Grafton Members' Meeting Minutes – October 2021

Member actions or call for input ideas are marked in bold.

Q&As incorporated into minutes with some additional ones marked at the end.

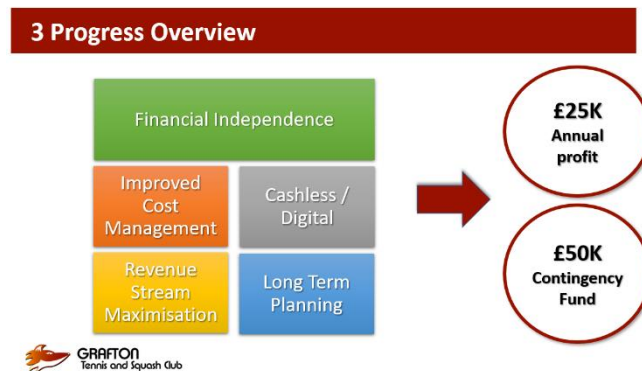
Contents:

- *Introduction to committee members*
- *The last 3 years – 2018 to today*
- *Covid impact*
- *Long term planning*
- *2022 focus*
- *Memberships*
- *Financials*
- *Bar & operations*
- *Social*
- *Q&A*

Introductions to committee members

- Murray Sutton – Chairman
- Tim Bannerjee – Vice Chairman
- Gary Couzens – Treasurer
- Tony Braimbridge – Facilities Manager
- Mel Gibbs – Membership Secretary
- Kirsten Holst – Development Committee Lead
- Sarah Dickinson – Social Secretary
- Danielle Wade – Operations Manager
- Graeme Hogarth – Squash Secretary
- Peter Gray – Squash Secretary

The last 3 years – 2018 to today



- Grafton has moved to financial independence – transition away from the dependence on donations and long-term loans.
- Moving to volunteer bar, after removal of paid barman, has saved £30k a year and mitigated against the loss of the nursery income.
- Migrations to digital/cashless payment systems has provided more visibility into purchases, simplified transactions and allowed us to maximise/optimize revenue streams.
- We now have a contingency fund (£50k) to rely on if needed – first time the club has had this security in place.
- Overall, the club is on much more solid footing than ever before financially.

Covid-19 impact

3 Year Overview / Covid-19 Impact

£50K Contingency Fund

	2020 VS 2019	2021 EST VS 2019	2022 VS 2019 ?
BAR			
SOCIAL			
SQUASH LIGHTS			
TENNIS LIGHTS			
GUEST FEES			
COACHING FEES			
MEMBERSHIP FEES			
COVID MEMBERSHIP EXTENSIONS			
TOTAL Vs 2019	↓	↑	↑

£25K Annual profit

GRAFTON
Tennis and Squash Club

- Membership revenues have increased due to new member interest as a result of Covid
- In 2020 all other revenue streams showed a downward trend. 2021 is trending towards recovery in several areas, with 2022 forecast to show good revenue performance

- Based on profit trajectory over the last couple of years and assumed return to normality longer term, there is strong potential for the annual profit to start ticking up

Long term planning

Long Term Planning			
	2018-21	2022-23	2024-29
Essentials	<ul style="list-style-type: none"> Tennis 5-8 re-surface Tennis 1-2 floodlights* Squash Court re-plaster Squash Court heating / lighting 	<ul style="list-style-type: none"> Squash building refurb Site drainage solution Tennis 5-8 LED Floodlights Squash roof resolution 	<ul style="list-style-type: none"> Tennis 1-4 resurface Squash Court replaster Tennis 5-8 resurface
Developmental	<ul style="list-style-type: none"> Courts 5-8 Clay* Club House Refurb Kitchen Refurb Ladies Toilets Refurb 		<ul style="list-style-type: none"> Bar Refurb Gents Toilets Refurb Squash Upgrades Entrance Gate Shale Removal
Operations	<ul style="list-style-type: none"> Cashless Bar MyCourts Optimisation Self Service Lights Coaching Agreements 	<ul style="list-style-type: none"> Off-Peak Self-Service Supply Consolidation 	<ul style="list-style-type: none"> Access and Lights Automation



* Funded via donations / loans / long-term memberships

- We are now in a position to self-finance the areas we deem essential for the upkeep of the club, without the need for more donations etc. Next two years will focus finance and resource on addressing the essential items. It was emphasised that large scale projects out side of these would need to remain out-of-scope for the coming years due constraints on cash flow and just as importantly resource.
- The squash building needs relatively urgent attention and is a focus. Summer 2022 was indicated as the highly preferential time frame for completion of these works. The Squash sub-committee to commence planning and costing ASAP.
- Looking further ahead, the current plan is centred on priorities identified as part of the 2019 membership survey. We will look into a new survey to help refresh and sanity check these priorities in 2024 before finalising the next wave for development plans and investment priorities.

2022 focus

2022 Focus



- Coaching
 - New squash coach (Marco) is onboard and doing a fantastic job – the first time we've had a formal head coach for squash
 - New tennis head coach to be hired – internal and external candidates to be considered.
 - Scope and priorities of role are currently being defined before the vacancy becomes open.
 - Head coach is required to help build structure throughout the juniors to the adult teams, provide a consolidated coaching voice back to the committee etc.
 - **Invite to all members to help structure the role by providing ideas to Tim.**
- Community
 - We could and should be doing more to engage with the local community.
 - The coaching teams do a fantastic job in bringing in local juniors but we could do more.
 - What we do is fairly open still and yet to be discussed in depth.
 - **Invite to all members to bring ideas and opportunity for someone to lead the community initiative – please put yourself forward to Tim and Murray for further discussions.**

Membership

- Our aim is to continue drive the best possible value for all members.
- We currently have 760 members in total
 - 530 tennis
 - 230 squash
- Pre-Covid we had 460 members in total so have significantly increased membership.
- We need to have a period of normality and the club tennis schedule (summer champs, winter mixed, leagues etc) returning to normal to assess court capacity before letting new members in.
 - We currently have around 20% free tennis court booking capacity – data isn't totally reliable and doesn't reflect actual play.
 - The definition of peak has changed due to members working from home and being able to play slightly earlier.
 - If we let members in now, it is hard to retract if we find courts are overbooked – we don't want to risk over capacity and members finding it harder to book courts at peak times in particular.
- The current policy is one in, one out on peak tennis memberships.
- Off peak members are being allowed in.
- Need to engage off peak members more and incentivise to join/stay.
- Later evening (8.30pm onwards) tennis booking court times are largely empty – committee to look into changing court booking times to encourage people starting later.
 - Eg; suggestion to have 30 min slots or alter booking times so latest slot starts earlier to encourage flexibility and usage.
- Several suggestions that lights should be part of the tennis club membership fee rather than pay as you go.
 - Anticipate this would add £15-£35 per year per member – although many members don't play when lights are required so we need to consider all types of membership.
 - Implementing lights as part of the membership would involve operational implications which need considering.
 - Committee to monitor situation over the course of this winter to make a decision – for various reasons, we haven't had a full winter to judge usage since the clay courts and cashless till were added.

Financials

- We are anticipating a turnover of about £226,000 for 2022 with a working profit of nearly £100k. As always, any surpluses will be reinvested in improvements to the club.
- It costs around £100k to run the club each year.
- The club requires big reinvestments in the coming years (outlined in essentials section in above slide) that we need to start accounting for.
 - Eg; investigation into the squash roof replacement needs to begin to assess likely costs and timings.
- The true value in hiring the club out for external events is in the bar revenue.
- Overall, the club is in a healthy and strong financial position – we don't need to make decisions based on a desire to drive additional revenue. Membership value and other considerations should be taken into account.

Bar and operations

- Volunteer bar What's App group has around 70 people in but only around 25 are regular volunteers – thank you for the support!
- We need to have more volunteers to help clean the pipes regularly
 - Committee to create video to help train more members and make it sound more attractive, eg; Polish the Pipes!
- Other clubs have Saturday and Sunday opening hours in their bars – desire for Grafton to try this.
 - We have tried this previously to little adoption.
 - However, we will start opening the bar via volunteers who are around at the weekend to see if a culture shift increases adoption
 - Dani has already communicated this via Whats App groups.

Social

- We currently have a social committee of around 10 members that has been in place since 2019.
- We will look to refresh this for 2022 to allow other members to put themselves forward to be involved to encourage new ideas etc.
 - We would like at least 2 squash members to be a part of this committee
 - The time commitment is to help organise or help out at social events, eg; The Fox and also ideally look to organise one social event a year per person or paired with another
 - This would allow us to run more regular social events such as pub crawls, new tennis events, other off-site socials.
 - **Invite to all members who are interested in learning more or being part of the social committee to email Sarah on sarahfd77@hotmail.com to express interest.**

Q&A

- Is there a need for a new tennis head coach? Is there court capacity?
 - Yes, this is a like for like replacement following the passing of Gary Walker earlier in the year. Reasons for coach outlined in the 2022 focus section.
- What can we do to improve the landscaping around the club?
 - As indicated above any advancements this area will need to be volunteer driven. The committee would welcome the chance to review a comprehensive, costed plan, with a clearly identified team to manage and coordinate all activities for implementation of any development works and week on week management beyond. It should be noted that this was not identified as a prioritisation issue by the wider membership, so budget has not currently been allocated.
- What is the process by which committee members get chosen and what is the rotation policy?
 - Transparently, in the past the club has chosen some committee members based on those who we believe have the time and know the club well enough to fill the role – rather than advertising to all members.
 - Ideas such as fixed term rotations and election for committee members will be considered for future implementation as a way to ensure that fresh perspectives are maintained from across our membership.
 - As a point of note – no club member should feel prevented from volunteering or helping out at the club. The club committee is simply a group of club members who devote a substantial amount of time to help move the club as best as we can.
 - The pandemic has been difficult - Whilst it's impossible to do everything, if you feel your voice is not being heard, or marginalised, do not let it fester - contact Murray, Tim or any of the committee members - the 'door' is always open.