



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

MINUTES OF THE ANNUAL GENERAL MEETING

Held on Monday 20th November 2023

Present:

R Smith – Chairman	T Jenkins – Honorary Secretary	A Merrick – Honorary Treasurer	M Henley – Honorary Compliance Secretary
K Wade	P Mate	C Fletcher	N Fearnley
B Whitlam	L Wilson	R Bourdon	B Bourdon
A Wade	G Holdsworth	S Stubbs	A Jones
P Noble	D Noble	P Doig	J Burns
N Cheeseman	D Bullock	P Ayre	K Ayre
S Fernandez	A Lees	G Gillam	J Hutton
C Robinson	M Robinson	I Shaw	F Keery
T Mounsey	J Griffiths	J Halliday	R Wilberforce
J Pickersgill	J Wilkinson		

Also in attendance:

C Harrison – General Manager	N Bayne Assistant Manager	K Brassington – Head Coach	J Smith – Facilities Manager
T Loughton – Head of Rackets	M Whitehead – Fitness Manager	Z Judkowski - Reception/Marketing	

Apologies for absence:

T Burgoyne - President	J Garratt	P Clarke	H Ward-Smith
R Parker	E Pickering	R Davies	R Gibson
R Leighton			

The meeting opened at 20:00

1. Welcome, Apologies for Absence and Introductions

Chair Rik Smith welcomed everyone to the AGM. As he would giving a Chairman's report he proposed that the Honorary Compliance Secretary, Mike Henley, take the chair to assist in the smooth running of the meeting. There were no dissenting voices.

Mike Henley introduced the members of the Board.

Mike Henley asked that questions on the reports from the Chair, Honorary Treasurer and General Manager be held back until they had all completed their reports and a separate agenda item 7 had been included for this.

Trevor Jenkins, Honorary Secretary, noted the apologies for absence he had received.



2. Minutes of AGM Held 21 November 2022

The minutes of the previous AGM had been posted on the club website prior to the AGM. No corrections were raised and the minutes were accepted as a true and correct record of the meeting.

3. Matters Arising

An update on the actions from the previous meeting had been included in the meeting information pack and are included below:

Action Number	Action	Review	Status
2022/1	Review staffing levels at reception	Additional shifts have been introduced	Closed
2022/2	The Board was asked to look again at alternative solutions for squash courts	Following the 2022 AGM, there were extensive discussions between the Board and the Squash Committee (through the Chair of the Squash Committee) regarding the future of Squash Court 3. It was determined that Squash Court 3 should be redeployed for permanent use as part of the Fitness facilities. This decision and supporting report were communicated by email from the Chairman to the Members' Committee on 3rd January 2023. The Members' Committee approved by email.	Closed
2022/3	Continue the dialogue with the members about the development plans	There will be a further update at the 2023 AGM under agenda item 4	Open
2022/4	Clarify reasons for increase in squash court fees	The email of 3 January 2023 to the MC also included a rationale and a proposal an increase to £5. The rate in 2016 was £4 and it was reduced during Covid to stimulate usage. The proposal was approved by email by the Members' Committee	Closed

No further questions were raised.



4. Chairman's Report

The Chairman's report had been posted on the website in advance of the meeting. The Chairman gave a presentation on the main points:

- The club's finances and cash reserves had been restored to pre-Covid levels
- Membership numbers were recovering to pre-Covid levels
- The operational team had been restructured
- A long-term Development Master Plan had been completed to take the club forward
- The club continued to maintain and invest in its facilities
- The Ilkley Trophy has been re-launched and was profitable
- Initiatives continued to be made with community initiatives.

A copy of the presentation is attached to the minutes.

5. Honorary Treasurer's Report

The statutory accounts for Ilkley Lawn Tennis & Squash Club Ltd and for ILTSC Events Ltd had been posted on the club web in advance of the meeting.

The Honorary Treasurer presented a summary of the financial performance. The highlights were:

- A satisfactory financial year ending 31 March 2023 laying the foundations for progress in the current financial year
- £26k profit on £1.3m turnover
- Cash-at bank increased from £175k to £295k
- £60k profit from ILTSC Events Ltd. to be gifted to ILTSC Ltd.
- Café Bar performance was around breakeven
- Performance in the current year is ahead of budget, driven mainly by numbers of fitness members
- Cash balance now above £600k
- Investment plans being considered.

A copy of the presentation is attached to the minutes.

6. General Manager's Report

The General Manager's Report had been posted on the website ahead of the meeting. He gave a presentation, a copy of which is appended to the minutes, highlighting the following points:

- Jessica Horne had been appointed Assistant Head of Fitness
- Graham Perkin had been appointed the new Café Bar Manager
- Kyle Brassington has been appointed Head Tennis Coach
- Eric had returned to Tanzania to renew his visa but had decided to remain there to pursue other interests
- Bonfire Night had raised approximately £17k
- Following Simon Ickringill's retirement, the Club had taken over the running of the Club Shop. It is proposed to sell a new line in female apparel and sell tennis balls, grips etc.



Racket restringing has been outsourced to Leeds Restringing with a similar turnaround to previously.

7. Questions Arising on Chairman's, Honorary Treasurer's and General Manager's Reports

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

It was confirmed that members will continue to have access to the balcony in the Master Plan.

Concern was raised about the flooding on the approach road. It was explained that there is a drain at the low point but this did not function when the river level was high because the outlet into the river was above the drain level. Access for pedestrians is poor when the approach road floods. The Club is investigating alternative solutions. The lighting on the approach road is being improved.

Action 2023/1: The Board will look at ways improving pedestrian access

The breakdown of members was requested. A full breakdown had been included in the GM's report but it was summarised as 160 Adult Full Members, 550 Adult Racket Members and 1,000 Adult Fitness Members.

The situation with Padel courts was raised. The Club is making a pre-application enquiry to Bradford Council Q1/Q2 2024 to get feedback before a full application is made. There appeared to be confusion with Members about the location of additional Padel courts and concern expressed about losing more tennis courts to Padel. It was confirmed that there is no intention of taking away another hard court for Padel. The Chair explained that the Master Plan is aimed at the long-term plan for the club to allow interim development to go ahead without impacting the overall plan. The Hon Compliance Secretary clarified that the location for the temporary Padel court had to be above the flood level which was restricted to the artificial grass courts. Otherwise, a planning application would have needed to be made. The approach is to minimize the impact on tennis. The sequencing of construction of Padel and outdoor courts was queried. Three new hard courts on the field, adjacent to the artificial grass courts, would be constructed first. Planning approval had already been obtained for this as part of the 2014 development. 2- 4 permanent Padel courts would be built where the acrylic courts are now and the artificial grass courts would return to three all-weather courts. It was confirmed that the Padel courts are proposed to have canopies.

Action 2023/2: The Board will consult with Members after feedback from the pre-application

The mechanism for approving the Padel courts and how the information would be disseminated was queried.

Action 2023/3: The GM is working on a survey of Members

Service in the Café Bar, particularly for coffee, could be slow when fitness classes finish. The GM explained that this was due to having only one machine and it was difficult to justify the cost of a second machine. It could be addressed by Members accepting filter coffee at busy times. Retention of staff is an issue with reliance on younger staff who return to university or move to better paid jobs.

It was queried if the Box Leagues could be shown on the website.

Action 2023/4: The GM will follow up



A concern was raised about the availability of grass courts for Member play. The guiding principle is that a minimum of three grass courts be available for members. The Club will work with STRI to ensure that courts are returned for Member use as quickly as possible after tournaments.

There was an update on the U3A project. A pilot scheme is running which provides U3A members with a discounted fitness membership giving them access to fitness facilities 10:00 until 16:00 weekdays.

The Membership Strategy was queried because the increasing number of members was impacting the availability of car parking spaces and the difficulty of getting an indoor tennis court booking at peak times in winter. The Board is aware and additional car parking is addressed in the Master Plan. There is no business case for building an additional indoor tennis court because of the cost. Since Covid, Rackets membership numbers had declined but participation is increasing.

Action 2023/5: The Board will revert

A question was raised whether the Club was considering installing solar panels. The GM advised that all renewable technologies were being investigated.

8. Approval of Appointment of Auditors

The Hon Secretary explained that requirements of the Companies Act 2006 for the appointment of auditors is quite complex, but it appears that the auditors should be appointed by the Members at the AGM by an ordinary resolution.

Resolution

That KJA Kilner Johnson Ltd be re-appointed as the company's auditors for the financial year ending 31 March 2024

Proposed: Christine Fletcher

Seconded: Richard Bourdon

The resolution was passed unanimously by a show of hands.

9. Election of Officers

The Honorary Secretary explained that after the agenda and nominations had been issued prior to the meeting, two nominees for Member Without Portfolio had withdrawn, leaving no opposed positions. He asked that the un-opposed positions be voted for en-bloc and this was accepted by the meeting.

Resolution

That the following, all having been duly proposed and seconded, be elected to the Board/Members' Committee:

President: Terry Burgoyne

Board:

Chairman: Rik Smith (eligible for re-election)

Honorary Compliance Secretary: Mike Henley (eligible for re-election)

Honorary Secretary: Barbara Whitlam



Members' Committee:

Chair of Tennis Committee: Nic Fearnley (eligible for re-election)
Chair Juniors Committee: Sally Stubbs (eligible for re-election)
Chair of Squash Committee: Jack Garratt (Interim Chair of Squash)
Member Without Portfolio: Michele Robinson
Member Without Portfolio: Rachel Leighton
Member Without Portfolio: Kate Ayre
Member Without Portfolio: Nigel Cheeseman

Proposed: Mike Henley

Seconded: Rik Smith

The resolution was passed unanimously by a show of hands.

Rhys Davies, David Noble and Trevor Jenkins were thanked for their contributions to the Members' Committee over several years.

10. Any Other Business

10.1. Ratification of Honorary Membership for Simon Ickringill

Simon Ickringill had this year retired as Head Tennis Coach after more than 40 years. He represented the Club in the Men's 1st Team in the Yorkshire League when Champions for several years, represented Yorkshire at Open and Senior levels, represented GB at senior level and has been a great ambassador for the club.

Honorary membership is awarded to members who have brought distinction to the Club by demonstrating outstanding merit, performance or service to the Club. Honorary membership is awarded on the unanimous recommendation of the Members' Committee and ratified by the members at an Annual General Meeting.

The Members' Committee has unanimously recommended that he be awarded Honorary Membership, and the AGM is requested to ratify the award.

Resolution

That Simon Ickringill be awarded honorary membership.

Proposed: Judy Hutton

Seconded: Adelina Lees

The resolution was approved unanimously by a show of hands.

There being no other business, the meeting closed at about 21:20

Chairman's Report AGM 2023



Overview



- The primary task of any Board is to ensure the financial stability of the club
- 3 year ago membership levels were around 1000 and cash reserves were nearing £100k
- Membership levels are now back to the Peak seen prior to Covid
 - 2400+ members
- Club's finances and cash reserves are now stronger than any point in the last 8yrs

What has been achieved



- Restructured the operational team including:
 - ❖ - Managing the transition between 2 new GM's
 - ❖ - Introducing a New Head of rackets to ensure we continue to improve member experience
 - ❖ - Realigned Contractor (PT/Coaching Team) Terms of engagement
- Completed a long-term Development Master Plan to shape the future of the club's facilities focusing on:
 - ❖ Diversification of our offering including expanding our sports
 - ❖ Improved Parking and Access
 - ❖ Ensure as we maintain our facilities we also enhance them e.g. Club House improvements
 - ❖ Create a Club not a facility

What has been achieved



- Continued to maintain and invest in our facilities
 - ❖ Riverbank Erosion Work
 - ❖ Indoor Court lighting to Squash and Tennis Facilities
 - ❖ Resurfaced the outdoor hard courts
 - ❖ Introduced Padel Tennis
 - ❖ Funded new gym equipment and renewed all Spin Bikes
 - ❖ Invested in new grounds equipment
 - ❖ Undertaken significant AdHoc Maintenance (£60k) – essential/regulatory
 - ❖ Improved our Grass Courts with year-round maintenance plans
- Re-launched the Ilkley Trophy achieving £200k in profit over 2 yrs

Development



- *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.*
- **This coming year we will be:**
 - ❖ Refurbishing the new gym space with second level
 - ❖ Refurbish the Café Bar floor and potentially undertake larger facelift
 - ❖ Install New trophy cabinet
- **Await pre application advice on implementation of Permanent Padel and hopefully submit Planning Application based on that feedback**

Ilkley Trophy



- Circa £120,000 net Profit
- 12,000+ attendees throughout the week
- Public F&B was managed in house
- Increased number of Stakeholders from the region that attended
- Planning for 2024 has commenced. Tickets on sale February
 - ❖ Increased F&B areas
 - ❖ Increased covered areas/seating
 - ❖ Increased capacity on Centre (1500) and Court 1 (500)



Community Work



- Community Player Pathway Launched
- Tennis Foundation application was made and £40K achieved to help fund our community initiatives
- Continuing to support Rackets Cubed
- Committee members have lead engagement with U3A and now over 100 have joined on a new off peak membership



Looking Ahead



- Committees to be focused on member engagement and improving member satisfaction/experience
- Review and realign the 2019 Strategic plan
- Continue to be the Pre-Eminent Rackets club of the North
 - ❖ Great service and member experience
 - ❖ Hub for the local community
 - ❖ Greater number of member events
- Improve the Club's presentation and ensure consistency across all opening hours
- Further improve the club finances whilst investing

Thank you

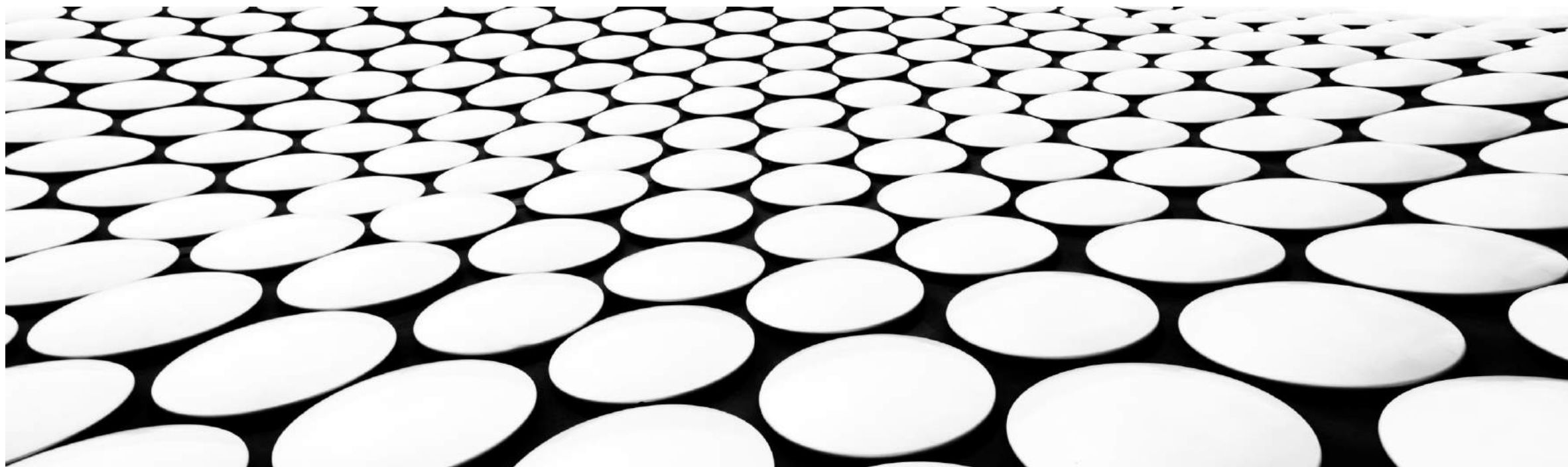


- To all the Club Team, Committee Members and Board who have worked over the last few years to return the club to its positive position
- To all those members who have and continue to support the club
- Finally – A huge thank you and best wishes to Simon Ickringill who has retired after 40yrs at the Club



ILTSC AGM

FINANCE UPDATE – NOVEMBER 2023



INTRODUCTION



- **FY23 Statutory Accounts**

- **Current Year Trading**
 - **Club**
 - **The 2023 Ilkley Trophy**
 - **Cash**



CLUB STATUTORY ACCOUNTS

- **A largely normal year of operation post covid**
 - £1.3m turnover (FY20: £1.4m)
 - £26k profit (2022: £59k – benefitting from covid related grants and an insurance claim)
- **Membership numbers remained below pre covid levels**
- **Year-end total cash (Club & Events): £295k (FY22: £175k)**

- **£60k of Events profits to be gift aided to Club**
 - Reflecting the success of the 2022 Trophy

Overall, a satisfactory year, laying the foundations for progress in the current year



CAFÉ BAR PERFORMANCE

- **We continue to operate the café bar at/around break-even:**

	FY22	FY23	FY24 ytd Oct
Revenue	100	172	114
Cost of Sales	-49	-76	-55
Gross Profit	51	96	59
Margin %	49%	56%	52%
Direct Staff Costs	-64	-96	-67
Contribution	-13	0	-8



FY24 PERFORMANCE

CLUB

- **Performing well ahead of budget in the first half of the year**
 - **Principally driven by an increase in (fitness) membership**
 - **Court fees also ahead of budget**
 - **Expenses largely on budget with a few offsetting variances**

Events

- **A very successful Trophy**



CURRENT CASH UPDATE



- **Balance now above £600k with most remaining cash received from LTA**
- **Investment plans being finalised!**

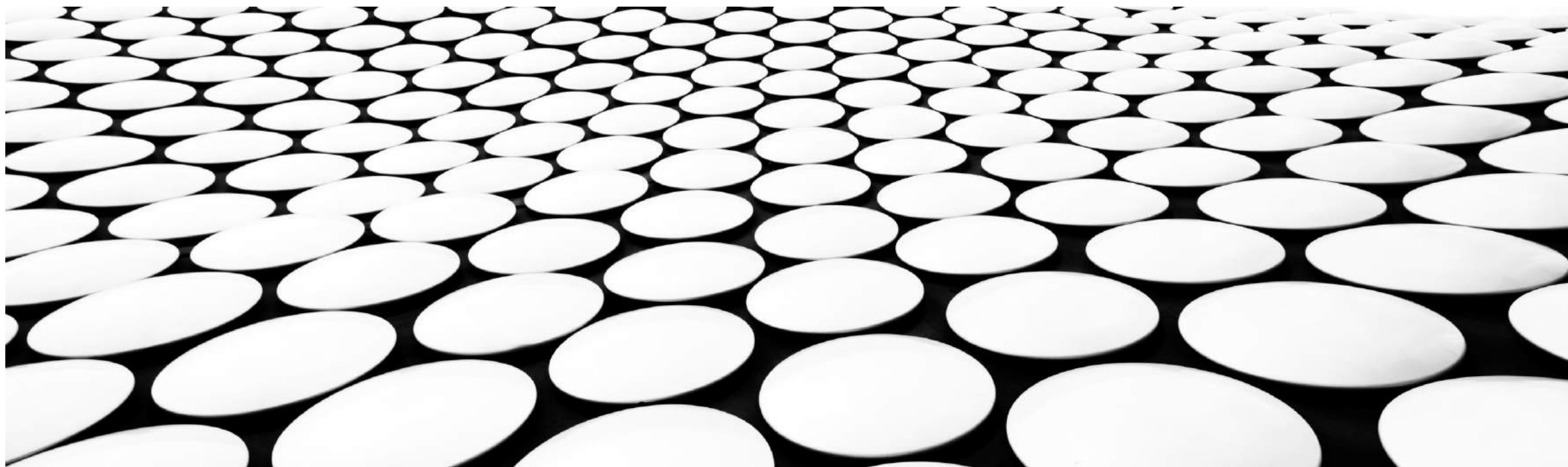
ANY QUESTIONS?





ILTSC AGM

GENERAL MANAGERS UPDATE – NOVEMBER 2023



MEMBERS & MEMBERSHIP NUMBERS



- **22% Membership increase in 12 months**
- **More socials and member engagement**
- **Member journey**

CLUB TEAM



- **New Appointments**
- **Developing Skills**
- **Teamwork – Ilkley trophy, Padel-a-thon, Bonfire night**
- **Customer Service & communication**

GENERAL CLUB



- **Maintenance & Development**
- **Grass Court Quality**
- **Yorkshire Tennis Hall of Fame**
- **Club Shop**