

**NUNTHORPE AND MARTON PLAYING FIELDS ASSOCIATION**  
**Reg Charity 523396**  
**info@nmpfa.org.uk**  
**Management/Trustees Committee Meeting in the Recreation Club on**  
**Monday 11<sup>th</sup> Sept 2023 at 7.00pm**

**Minutes for Combined Racquet Section**

**Present:**

James Hayton (chair), Alan Calvert (Rec Club), John McDermott (Nunthorpe), Geoff Smith (Squash), Phil Cawood (Running)

1. Meeting opened – DOI submitted for all and noted.
  
2. Apologies for Absence. – Stewart Wright (Ormesby)
  
3. Discussions associated with Tennis and Squash decision to merge and if this is conducive to the PFA development needs and commercial opportunities.  
 Holistic view to be taken with the direction of how the PFA can achieve more of a commercial income/revenue stream to remove the need for capitation – Agreed by all present.  
 Research into local tennis clubs, attracting players, local leagues, facilities, maintenance and additional coaching resource potential on a pay and play basis.  
 Lean tools utilised to highlight root cause of current issues surrounding Tennis tabulated for ease of understanding & efficiency:

Management	Fees	Membership	Facilities	Maintenance	Development
Currently 2 members	Unable to increase to remain competitive	Steady decline of many years	Steady decline to a point of dereliction	Steady decline to a point of dereliction	Steady decline in membership
Lack of member/support	Quicker decline if fees increase	Lack of advertising	Lack of maintenance	Lack of maintenance	Lack of member/support
Time constraints eg coaching against managing, therefore leaving 1 manager for Chair/Secretary/Treasurer/etc	Inflexible capitation / membership model / fees	Lack of development	Lack of member/support	Lack of member/support	Inflexible management approach
Inflexible management approach	Lack of understanding of how to achieve requirements	Lack of understanding of demographic leisure time	Lack of understanding of how to achieve requirements	Lack of understanding of how to achieve requirements	Inflexible capitation / membership model / fees
Lack of understanding of how to achieve requirements		Inflexible management approach			Lack of understanding of how to achieve requirements
		Inflexible capitation / membership model / fees			
		Lack of understanding of how to achieve requirements			
Underlying Root Cause - Lack of understanding of how to achieve requirements					

Discussions highlighted the obvious Gap and Lean issues previously unreported in received Combined Proposal and discussions with either Tennis or Squash. This brought into question the viability of a Combined Proposal, in not being flexible or commercially sensitive enough to fulfil the

requirement to allow the Tennis section to continue or prosper, and also the Squash section for that matter. Noting that any small increase in membership as detailed in the Combined Proposal financials would not satisfy any of the above root causes and would also not lean-in to the PFA commercial aspirations given the problematic capitation model. With only 12 Tennis members there is no Tennis section to speak of, to merge together.

The above Tennis membership figures overview was also used as a comparison to recently received squash membership figures. Membership figure from YE 2014 to date, has fallen from 212 equivalent adult members to 112 equivalent adult members YE 2023, something constantly mentioned over the years within Squash. This again highlighted current management structures as inadequate bolstering the above analysis and should be shared with Squash. It was also highlighted given current membership reductions in both Tennis and Squash that, these incumbent two section couldn't bear costs with only the small amount of membership increase shown over the five year forecast would become a problem, given Tennis is currently running at a loss and only highlights the potential losses on an ongoing basis of a Combined Proposal.

Management	Fees	Membership	Facilities	Maintenance	Development
Immediate improvement	Alternative fees structure review	Alternative membership structure review	Hands on improvements minimal capital investment	Hands on improvements minimal capital investment	New booking system research
Flexible approach	Pay & Play	Research local competition	Painting/ decorating	Cut back greenery to perimeter	Access control research
Reduce the need for hands on management	Research local competition	PFA to administer	PFA to administer	Open up access to rear courts	Padel court research
Automate processes	PFA to administer			Remove redundant machinery	Padel roofing system
PFA to administer				Jet-wash & scrub courts. Backfill with court sand	PFA to administer
				Repair fencing	
				Install new access gate	
				Install capture netting	
				Install access and court lighting	
				Install court curtains	
				PFA to administer	

Locally facilities on offer from other third party organisations with modern facilities, flexible payment structures and rooted dynamic management systems.

Target market requires modern, flexible approaches, without tie-ins. Note also research done by LTA Pay & Play case studies eluding/highlighting this point and wider:

[www-weu.lta.org.uk/globalassets/venue/resources/case-studies/lta-club-success-story-denmead-and-wellington-tcaug20.pdf](http://www-weu.lta.org.uk/globalassets/venue/resources/case-studies/lta-club-success-story-denmead-and-wellington-tcaug20.pdf)

[www4.lta.org.uk/globalassets/venue/resources/case-studies/lta-case-study-vagabonds.pdf](http://www4.lta.org.uk/globalassets/venue/resources/case-studies/lta-case-study-vagabonds.pdf)

[www4.lta.org.uk/globalassets/venue/resources/case-studies/lta-success-story---hull-yip-tennis-clubaug20.pdf](http://www4.lta.org.uk/globalassets/venue/resources/case-studies/lta-success-story---hull-yip-tennis-clubaug20.pdf)

“In a recent survey, when infrequent players were asked about barriers to playing tennis, the most common reason (48%) was ‘access and awareness of places to play’. Other reasons included lack of public/park courts or people to play with. Pay & Play is a sustainable solution, particularly when enthusiasm is high (90% see tennis as a good way to keep healthy and 77% would recommend

tennis to others). Furthermore, people are prepared to pay for good condition courts that are easily bookable online, but they are deterred by poor user experience such as unmanaged bookings. This is why LTA Rally is so popular and profitable”.

Denmead Tennis Club and Wellington Tennis Club is a similar 4 court club:

“The first two months of re-opening post-lockdown saw 162 Pay & Play bookings (74 unique), generating just over £1,000. In addition, the club ran a 2-month summer family membership for £40 and has attracted 39 new members, the majority coming from Pay & Play”.

The above quote is similar from other LTA case studies.

LTA Case Studies point to Pay & Play and the flexibility this brings to any club wanting to develop new sustainable revenue streams. This allows, financially, for all other aspects of development and general maintenance and would initially reduce and capitation fees for that section and could potentially grow into the removal of the current capitation payment model altogether.

Implementing the tabulated actions above would be a quick fix and easy to implement, being extremely cost effective in getting tennis into a workable position by creating a solid foundation. Local contacts already made would need to be nurtured to assist in the growth of players/members with new coaching initiatives to draw them in. This would increase the flexibility of the space and allow individuals to come and go as they please via the automated process that would only increasing the desirability of our facility. This would be enhanced if we utilise the marketing schemes and materials provided by a number of organisations and companies FOC. This would generate higher yield in a shorted time allowing further development at an earlier opportunity.

Conservative projection of P&P implementation utilising local pricing etc:

Year	Members	Annual Fees	Annual Fees Total	Capitation Fees (Based on 30% gain)	Capitation Gain	P&P Projection	Individual Fee Projection	Individual Fee Total	Membership Projection	Annual Revenue Projection	Total % Gain (Based on min Capitation)
Current	12	£120	£1440	£2589.55	-£1149.55	0	£0	£0	-2	£1200	-115.6%
1	36	£110	£3960	£3366.42	£599.58	80	£10	£800	36	£4760	42%
2	43	£110	£5060	£4039.70	£1020.3	96	£8	£768	43	£5828	44%
3	56	£110	£6160	£4847.65	1312.35	115	£8	£920	56	£7080	46%

The above is based on projected figures for Tennis only without the investment required for a padel court installation. Research into a single padel court installation, with a £50K investment has a conservative projected ROI of 18 months with a second year end profit.

Again these learning are to be shared with Squash, albeit they are to be commended on the efforts made in trying to raise their profile locally eg via social media etc, with the work they do with the Junior section but the memberships keep falling year on year, with no feedback given by Squash Chair as to why this is, no root cause has been presented. Not to detract from what Squash is doing but the root cause must be elsewhere as otherwise membership would be increasing.

If we compare this to sporting section the national take up of such sports is on the decline. This exacerbates the above issues, emphasising the need to reinvent ourselves, dramatically. All-agreed.

On a wider note, complaints generally focused on the general condition of the facility, events and entertainment catering toward males rather than balanced against women and families. In relation to tennis this could open up new leagues and family memberships to entice all demographics to our facility. This is something the PFA have been saying for a long time and something all sections should consider. In so doing, the whole facility would benefit from increased use form all demographics.

Discussions moved to the financial burden placed on other section members, as membership declines. With the capitation model, our fixed overhead is pro-rata'd across all section. This overhead doesn't change and generally goes up given market forces and inflation etc. If a particular section membership decreases the overhead stay the same and so this needs to be paid by fewer members. The result being membership fees go up.

Any short fall, which is usually the case on an annual basis, is picked up by the Rec Club and ultimately the PFA.

Discussions moved to general management, maintenance and development of the Tennis section and rear three courts. With little to no contact from Tennis in relation to meeting requests and emails sent out to enlighten Tennis Leads to these proposals. Also noted no Tennis Trustee appointment in the last five years.

Research already carried out on a few automated booking systems highlighted one in particular, allowing for APP based booking, analysis and a host of features. This system would also tie into court lighting, access control and eventually CCTV, producing usable management data and analytics. On a wider note this same booking system could be rolled out for booking pitches etc. Management of the maintenance to get the Tennis section to a usable, well maintained nature would be carried out initially by the PFA and eventually rest with current maintenance structures.

Initially this will include for the removal of redundant machinery, cut back of access route to rear three courts and perimeter greenery cut back to allow a presentable and usable space. Further jet-washing and scrub of the seven court surfaces, followed by the re-sanding with tennis court sand will bring all courts back use.

During completion of the above, new stray ball netting on the playing field side will be installed to capture any loose balls and be provided by our Junior Football Section (Coulby Newham Junior Football).

Lighting to allow extended playing hours, highlighting a 10pm local curfew, is reasonably achievable as a next step in development. A local power supply to be redirected for this use. Lighting overspill/nuisance/pollution to be reduced by utilising LED focused beam lighting.

This would also allow for the court curtain system for on-court privacy (advice to be taken).

All Agreed.

Future development.

Discussions moved to Padel court installation and Tennis need for four workable courts to provide "Competitive" tennis. Albeit this is favoured, current membership levels do not lean to this desire. Research into Padel courts has shown there are many companies able to provide services for either supply only or supply and install. Structural calculations would need to be carried-out on the foundation ring beam required for any Padel structure, prior to install, with automated access able to tie-in to the new access control and booking system – All Agreed.

Interest from Junior Football Section to develop the three neglected rear courts into five-a-side pitch via FF funding, currently being researched.

Discussion to provide a generous notice period to the Tennis Section Leads for Management change and Section take over by the PFA. A potential one months' notice with the balance of the current month added; suggested. With the additional works needed to bring the Tennis facilities upto the required level existing membership are to be honoured for the remaining of their year with an additional year's membership to be offered for the proposed disruption any maintenance

schedule with present. Current Tennis Section funds to be administered by the PFA and ring-fenced for Tennis purposes only – All Agreed.

Proposal – JMc –

Tennis and Squash merger declined.

The PFA work with Tennis to manage and administer the four courts and Tennis Section.  
Development of a Pay & Play system of revenue management.

Seconded – PC

Voted Upon – Unanimous – Motion carried.

#### 4. Meeting Close 20.08.