

Business Proposal and Plan to:
Combine Tennis and Squash into one section
“ANYONE FOR TENNIS & SQUASH!!!”

May 2023

Business Plan/Proposal to: **Combine Tennis and Squash into one section.**

This proposal is brought forward to the PFA for approval.

The Tennis and Squash section were asked to include the following in this request:

- a) Show progression of the facility: **INCLUDED and EVIDENT**
- b) Not to compare against other options or ideas for use of Tennis courts. Discussion between PFA, Tennis and Squash on 24th April 2023 advised there are no other viable alternatives to compare against: **NOT INCLUDED or REQUIRED**
- c) Business Plan/Proposal to be produced: **THIS DOCUMENT**
- d) Financial plan to accompany the Business Plan: **INCLUDED**

Introduction:

Nunthorpe and Marton Tennis Club was previously a booming club with 5 teams and around 100 members.

Members left to join David Lloyd as they offer multi-sports and offer both Squash and Tennis membership, under one membership fee. Members have also left to join Tennis World.

Since the covid pandemic, no new initiatives have been tried to increase membership.

The downturn in Tennis membership can also be attributed to the loss of the previous treasurer and no one able to take on the full commitment of the role.

The Tennis Club has run for last few years by Lynsey and John with no support.

The first four Tennis courts remain in excellent condition and are on par with the best in the area. The other courts need some attention but are structurally sound for playing tennis or extending to other sports such as padel.

It is recognised by the Tennis section that Tennis needs rejuvenation.

The Squash section needs little introduction as it is the largest sporting section within the playing fields, providing the largest capitation contributions to the PFA for many years as well as providing the largest footfall through to the recreational and bar area.

The Squash section has a committee that is well organised, well versed in running a successful sporting section and also is forward thinking as they drive improvements forward. As well as squash, the membership of the squash section also provides access to a fitness suite and also a modern changing and sauna facility too at no extra cost.

Both the Squash and Tennis committees are excited by this proposal. Committee members are fully committed to continuing to improve the club, and will ensure no negative impact on any other section or committee.

Presenting the Way Forward for the Tennis club

The tennis section needs a new motivated leadership committee, to increase capacity and drive forward change.

There needs to be something more to attract new members to use the tennis facilities.

This includes raising the profile of tennis, providing additional services, using social media, newsletters and a strategy for attracting new members to use the tennis facilities, of which the Squash section have experience.

The idea of combining the Squash and Tennis sections will be the catalyst to provide the rejuvenation of the tennis section and also contribute to the additional use of other sections too.

How would a combined Tennis and Squash Section work?

The two sections (tennis and squash) would combine under one committee. The squash leadership team would take on the challenge and drive forward a new joint section.

The squash management team will provide a mechanism whereby a squash member can hire a tennis court and vice versa.

The existing online systems that Squash use to book courts will be extended to allow booking of tennis courts. This will make the Tennis courts available to squash members and also the Squash courts available for Tennis members.

As an added benefit, Tennis members will gain access to the Fitness Suite, sauna and showers.

By allowing Squash and Tennis members to use shared facilities, memberships will increase. Members would have the increased benefit of either playing tennis in Summer/squash in winter or being able to play both sports. Use of the club facilities, such as the bar area is also expected to increase.

Utilising the tools squash has already invested in, and has successfully used, removes the administration overheads for Tennis, making both areas more efficient and drives toward one membership for the two sporting sections.

Tennis club funds are healthy and these are to be transferred into the new section. It should be noted that there is work required on the tennis courts (see appendix 1: Court Maintenance).

Transferral of funds go towards: court maintenance and improvements, plus facilitate any improvements to enable integration/merge of the sections. This will likely use all of the funds transferred and contributions from current Squash funds too.

The Tennis section clubhouse and changing facilities will also go under the stewardship of the merged sporting section to help solidify growth opportunities and the return of competitive Tennis (team tennis, hosting of competitions and so forth).

Membership Fees

Tennis annual fees are due in June which is aligned with Squash.

The membership conditions of Tennis and Squash are very similar, and moving forward these will align, with the Tennis section adopting the membership fees that Squash use. As fees are similar there will be minimal impact when they do align.

This will give scope for members to be single, joint or family members.

Court fees for members (for lights) will only apply to the squash courts.

Financial Plan

Year	0	1	2	3	4	5
Members Senior	12	15	18	23	29	36
Members Junior	5	6	8	10	12	15
Income	£ 2,218	£ 2,712	£ 3,391	£ 4,238	£ 5,298	£ 6,622
Membership	£ 2,218	£ 2,712	£ 3,391	£ 4,238	£ 5,298	£ 6,622
Expenditure	-£ 4,551	-£ 2,676	-£ 2,846	-£ 3,057	-£ 3,321	-£ 3,652
Maintenance	-£ 2,000	£ -	-£ 2,000	£ -	-£ 2,000	£ -
Capitation	-£ 551	-£ 676	-£ 846	-£ 1,057	-£ 1,321	-£ 1,652
Development projects and improvements	-£ 2,000	-£ 2,000	£ -	-£ 2,000	£ -	-£ 2,000
Profit/Loss	-£ 2,334	£ 36	£ 545	£ 1,181	£ 1,977	£ 2,971
Bank balance start of year	£ 17,282	£ 14,948	£ 14,984	£ 15,529	£ 16,711	£ 18,687
Bank balance end of year	£ 14,948	£ 14,984	£ 15,529	£ 16,711	£ 18,687	£ 21,658

The progression shown in the projected figures through the simple amalgamation of the sections is clear and achieved by making the sports more accessible, more affordable and taking advantage of efficiency gains from running as one section.

The project plan shows the ambition to raise membership numbers and increase court use. This benefits the whole club.

Post the initial investment and improvement period, the Tennis section becomes a profitable section (after 1 year).

If the amalgamation of the two sections does not move forward (just requires PFA approval) then the Tennis section can still remain in a healthy position for many years to come, as it is still viable with the current membership levels; however, it will be constrained from growth unless granted rejuvenation, motivational resource and additional support, that the squash section can immediately offer and contribute.

Potential Future Developments

Potential Developments include:

- Electronic access
- Pay to play
- Online services
- Padel Court
- Team Tennis
- Tennis Competition and events
- Junior coaching
- Multi-sport events

Tennis needs a minimum of 4 courts, if they are to hold matches in future and therefore the courts are to be protected to ensure growth opportunities (unless deemed unnecessary by the new section). This was something backed up in recent discussions with the LTA, where they had stated that any changes in use of the tennis courts would have to be reported to the LTA and verified to Sport England.

Additional Market Research

It is common to have facilities that include both Tennis and Squash combined under one membership. The market leaders are the David Lloyds group. There are many rackets clubs around the UK.

Locally, we will have a competitive advantage as there are very few facilities around that can offer both Tennis and Squash; something that this proposal takes advantage of, at a reasonable cost to the consumer.

Impact on other areas:

Section	Positive Impact	Negative Impact
Tennis	Rejuvenated with growth potential. Benefits existing members. Access to squash facilities Proposal supported by tennis members (feedback via Tennis AGM)	None
Squash	Members have the benefit of playing tennis Proposal supported by Squash section and its members	None
Junior Football	Increased footfall - may entice others to join this sporting section.	None
Senior Football	Increased footfall- may entice others to join this sporting section.	None

Cricket	Increased footfall - may entice others to join this sporting section.	None
Running	Increased footfall - may entice others to join this sporting section.	None
Bar	Increase in Bar usage and facilities.	
PFA	<p>Continue offering Tennis as a sport.</p> <p>Improve customer satisfaction and enticement into club as accessibility to multiple racket sports becomes affordable.</p> <p>Capitation expectations still met and increased.</p> <p>One less section to support and this should allow PFA more capacity to assist/support other sporting sections and improvements.</p> <p>Partnership working between sections</p> <p>Drive towards one membership with one membership for racket sports</p> <p>Increased use of sporting & recreational facilities</p> <p>Platform for potential growth and future developments</p> <p>Customer satisfaction as lower fees make facilities more accessible</p> <p>Strengthens community interest and involvement, promotes active and healthy lifestyle.</p>	None

APPENDIX 1: Court Maintenance

Known maintenance areas are:

- Rear section of top 4 courts slippery, may need power wash / sand replacement.
- Fencing has been damaged in a number of places – repairs required.
- Regular brushing / sand replacement should be undertaken by groundsman (Not sure how much sand replacement he does)
- Large quantity of sand in lock up for use on tennis courts. Groundsman has access.
- Bottom courts are in a very poor state, not playable in present state.
- Work is required to improve access to courts (doors, access to squash area.)