

LANSDOWN TENNIS, SQUASH AND CROQUET CLUB LTD
MINUTES OF THE COMMITTEE MEETING HELD ON
THURSDAY, MARCH 14th, 2019
Start Time: 7.00 pm

Present	Jeremy Goulding (JG)	President
	Andy Ewings (AE)	Chairman
	Mark Groves (MG)	Treasurer
	Christ Bannister (CB)	Tennis Secretary
	John Morgan (JM)	Deputy Tennis Secretary
	Julian Moore (JUM)	Squash Secretary
	Jean Wilson (JW)	Croquet Secretary
	David Barnes (DB)	Fabric Manager
	James Scully (JS)	Committee Member
	Claire Ackerman (CA)	Social Secretary
	Philip Torjussen (PT)	General Manager

1. APOLOGIES

Apologies were received from Jill Kingaby. They were accepted.

AE reported that Tess Lawrie had stepped down from the Committee and Development Committee. She was thanked for her work particularly with regards to the redevelopment of the clubroom.

2. MINUTES FROM PREVIOUS MEETING

The minutes of the previous meeting were accepted.

3. MATTERS ARISING

All matters arising were to be discussed during the meeting.

4. CHAIRMAN'S MATTERS

Renewals – He reported that the renewals had gone well with the process being more regimented. The headlines were that we were 140 members down across all categories. In terms of full adult paying members, we were only 66 down and more renewing members had signed up for direct debit.

A discussion took place regarding three members who had specific reasons for not wishing to pay the full renewal fees. A detailed discussion took place regarding these.

Member A, who lived within a 25-mile radius of the club was a member of a club in Bristol. He had previously been offered a country membership which had been inappropriate. He generally only plays squash at lunch time on a

Saturday, often with just two other members. He is a top player with whom members seek to play and he would be unwilling to pay a higher fee (than the Country rate) because Lansdown is not his main club. He buys food and drink when he comes to the Club and on balance his membership even at a reduced rate is beneficial.

- JM suggested a solution that the players who he normally played with should pay the difference in adult membership.
- CA proposed that he should pay the full rackets fee and the Club should add the difference between the Country rate and the full rackets rate (£207) to his Clubcard.
- CB mentioned that any exceptions to the normal ruling should always be brought to the main committee for discussion and agreement.

Most members of the committee said that it should be up to the committee to decide on this kind of situation.

JM mentioned that we had the rules and we must keep to them.

CA's proposal was carried 7 to 3. It was also agreed that no voucher would be given on renewal.

JM confirmed that he was not happy with this arrangement.

Member B lived in Newbury and had played here as a country member. He had played for the teams on four occasions and less than six other occasions. He was happy to pay for country for a six-month period as he would then be moving to London.

Everyone agreed that he could have country membership and, if necessary, make use of the direct debit scheme.

The DD scheme should also be available for any country member.

Member C was a full paying adult who knew that he would not be able to play after the summer due to a change in his employment status. It was agreed that he should be offered similar terms to Member B.

Member D had been a full paying adult for nearly 30 years but had not played in the last year due to injury. His wife had also paid for full membership but because of injury had been granted a three-month suspension although had only played for five weeks prior to the injury. A request had been received for a refund of membership fees. This had been discussed once but had come back to the committee under appeal. This was discussed at length and it was agreed that no refund should be paid but that he should be offered a complimentary social membership.

Tennis Coaching

AE reported the 18-month review for the contract was at the end of March.

He reported that the club had received approximately 18% of perceived income from coaching. This is not 18% of profit margin but the total coaching income.

For 2018 the income from TTT was reported as £25k and expenditure on services was £4.8k.

The tennis sub-committee reported that the relationship had worked well and were addressing with the members with what courts are being used.

JG suggested that it was worth considering the clay courts usage by the coaches, and that perhaps at some point in the future consider pricing based on what type of court was used, recognising that we may not have enough information to do this in the current review cycle.

It was agreed that CB and AE were to talk to TT. It was also agreed that they could make decisions based on the analysis of data and were given the authority to make decisions if need be.

Sub Committees

AE reminded everyone how the sub-committees were set up following the Chairmanship of Finley Proudfoot. Rather than have individuals deciding on matters, sub-committees were set up and chaired by someone from the main committee (with the exception of the Development sub-committee which is chaired by a member who is not on the main committee). They come back to the main committee for major decisions. Anyone who was invited to be on the subcommittee is listened to and heard. And if there was a vote on a matter, anyone invited to a meeting should have a vote.

AE advised everyone of a recent situation with the marketing committee where a decision was made on an advertising feature but that the Chair of the meeting had changed the decision that had been made. AE thought it best that a re-run of the original meeting should take place and a decision is then made at that meeting and the actions would then executed.

As PT's contract terms were impacted by club income, he should be able to voice his views at a marketing sub-committee meeting.

A detailed discussion took place. AE then suggested that three options should be considered by JM:

- (a) Recall a meeting to discuss the topic and vote again.
- (b) Carry out the original decision of the meeting
- (c) Or resign as Chair of that meeting

JM resigned as Chair of the Marketing Sub Committee with immediate effect.

5. SUB COMMITTEE UPDATE

Marketing

Website - JS reported that the new website would be live by the AGM and it was likely that a soft launch would be made initially. The whole content would be checked by a copy writer before launch.

JM went through some work he had been doing recently on the membership figures and data. He said that there should be better attention made by the office on recording the source of any new member or person who was enquiring for membership.

He confirmed that the marketing around the renewal process had influenced some members paying by direct debit.

CB asked if the sub-committees should bring back any decision to the main committee? It was agreed that if the expenditure was within budget then they could deal with it.

MG asked if we should advertise the venue for further social events. PT advised that we could only have up to 12 events a year and these should really be where a member was involved. It was agreed that PT would look at the details of the licence.

ACTION: PT

Governance

No further work had been done at present with the revision of the bye laws. This would be actioned soon by JG.

ACTION: JG

Development

Some work had been done on the redevelopment of the squash area, but that further detailed investigation work was required. A discussion took place on what needed to be done behind the scenes. DB agreed that he would provide a report of what needs to be done and come back to the committee.

A discussion also took place on what had been done to look at the option of providing some covered courts for the Club. It was noted that two suppliers had provided some details on what could be done but that further work was required by the subcommittee.

Social

CA reported that a spring party would take place on the 3rd May. It would include a BBQ, Gin Bar and an Open Mic session.

It was also mentioned that an Open Day had been discussed for the 20th July covering all sports - Tennis, Croquet and Squash

DB – suggested that a Party could be held after Tennis Finals Day

6. FABRIC

DB went through some work he had been doing regarding the heating system in the squash court area. This had caused a delay in the installation of the additional heaters for squash courts 2 and 3. This additional work which would cost in the region of £2400 involved some plumbing and electrical work.

It was pointed out that the Committee had already given the go ahead for the heaters in the squash courts. It was agreed to go full steam ahead with the heating of the squash courts and to go ahead with the additional works.

ACTION: PT and DB

7. ACCOUNTS

MG mentioned that there was some thought about the work that was required on the tennis courts over the next few years. If a change in surface was envisaged, this would require the support of the membership. The tennis subcommittee would give this some thought and report back to the main committee. It could also be mentioned in the AGM report.

JM referred to the budget for retainer fees for Tennis and Squash and enquired on the income received on both. This was discussed.

8. TIMELINE FOR AGM

It was discussed when the next AGM would be held. It was agreed that PT would check the new articles and provide a timeline for the committee on the date of the AGM

ACTION: PT

9. SQUASH UPDATE

The handicap tournament had taken place with the winner being David Jukes and Mark Byron won the plate. The 14th April should see the start of the squash championship.

The Racketball Tournament would be arranged soon and in terms of the BAD league, it was hoped that in the National Club Championships, we would be hosting a team from Essex.

10. TENNIS UPDATE

All was going well with tennis and the new Club Play arrangement continued to go from strength to strength with numbers increasing.

TT had given good prices for various events and further meetings would be held.

The Tournament would be arranged very soon and in terms of league tennis, there would be an increased number of teams. The Wimbledon draw would also be held very soon.

11. CROQUET UPDATE

As of the 3rd March, Howard Grove had been voted in as Chair of the Croquet Committee. There were also some new additions and Jean Wilson and Ian Cowie had stood down.

The weather had hampered play on the lawn, but it was hoped that this would be playable very soon. The hut roof had been mended.

It was agreed that Ian and Jean would look further into the claim against the Peasedown Croquet Club and come back to the main committee.

ACTION: JW

12. SAFEGUARDING

A lot of work had been done in advance of an audit by the LTA Safeguarding Officer. This was due to take place on the 2nd April and PT would report back to the committee once it had been completed.

ACTION: PT

There were no incidents or concerns to be reported to the committee.

13. GM UPDATE

Fire Safety – an evacuation exercise had been carried out and had gone well but had also shown up some revisions to our procedure which had now been changed.

PT suggested that the committee should have some training on fire safety, and it was agreed that because of the time, he would provide a review of the procedure for all the committee to read.

ACTION: PT

PT raised the view of one member who had mentioned that 'he was glad to see the subscription had not been raised to ridiculous levels but he should be grateful if you would pass on to the Committee his feeling that the voucher matching scheme demeans the Club - it's frankly chintzy for people like Circus members who spend a considerable sum in aggregate throughout the year'.

14. AOB

It was asked when the Honours Board would be completed. PT confirmed that it should be within a week.

DB mentioned that in view of the safeguarding concerns, we had a lot of people who come to the Club and he was concerned - do we have a different obligation to visitors compared to the members?

It was agreed that he would contact a couple of other clubs to see how they dealt with the issue.

JM mentioned the situation regarding the party that Tess Lawrie wanted. £200 had originally been offered to pay for the expenses for the party. As the function had made approximately £250.00 for the club, could she have the £200 back? AE gave a review of the situation. He offered £200 for the expenses on the assumption that the subcommittee had agreed for it to take place. It was subsequently decided not to fund this from the club funds as the subcommittee had voted for it not to take place.

It was agreed by a vote that this would not be paid with two voting that it should be.

JUM asked what First Aiders we had in the Club. PT confirmed that he was a registered first aider and that all of the coaches were also registered.

15. NEXT MEETING

The date of the next meeting would be decided once the date of the AGM had been agreed.

There being no further business the meeting ended at 21.45 hours.

Signed _____

Andy Ewings, Chairman

3rd June 2019

Sales and Marketing

John Morgan - 8 April 19

This report concerns sales and marketing related to membership during 2018 to the beginning of April 19. The current sub-committee members are Mark Baines, Phil Cooney, Philip Torjussen (ex officio) and John Morgan. Many thanks to Mark, Phil and Philip. Also, to Mark Groves for his earlier work as chair of the sub-committee.

Membership numbers

Membership numbers have been buoyant since last summer across all categories. Senior rackets (SR) membership was up at 518 (31 Dec 18) compared with 509 the previous year (31 Dec 17). Fee income from senior rackets (SR) membership accounts for over 90% of fee income and so SR monthly membership is the principal leading indicator of Club revenue.

The Management Committee wants to grow the membership of younger members 18 -30. There were 34 at the end of December 18. As with all categories there was drop off at renewal (1 March) but as at 31 March membership was already at 29 compared with 9 at same date in 2018.

The Management Committee also decided to try to increase the number of members paying by Annual Direct Debit, this being seen as the simplest and most efficient way at future renewals for the Club and for members if they wish.

Marketing aspects of Renewal process

Quite a lot of effort went into improving the process this year:

- to encourage members to renew by 28 February
- to improve retention by segmenting the renewal invitations
- to make renewals easier for Office staff and members in the future by encouraging Annual and short-term Direct Debit.

Special thanks are due to Christine, Andy and Philip.

A larger proportion of members renewed by the due date than last year. A month later on 31 March the SR membership stood at 468 compared with 420 in 2018.

The take up for Annual and short-term Direct Debit has improved considerably (please refer to the table below) but there is still scope for members to move to Annual Direct Debit in the future and for new joiners to pay this way.

Higher fee membership categories: SR, SRC, YA, YPH, CTRS							
	12 instalments	2 instalments	3 instalments	6 instalments	Annual DD Payment	Instalments & Annual DD	Membership cat. total
22/01/19	151	1	8	4	26	190	562
	26.9%	0.2%	1.4%	0.7%	4.6%	34%	
05/03/19	141	0	26	2	39	208	493
	28.6%	0.0%	5.3%	0.4%	7.9%	42%	
All paying categories (i.e. excluding child family members etc.)							
22/01/19	151	1	8	4	26	190	730
	20.7%	0.1%	1.1%	0.5%	3.6%	26%	
05/03/19	141	0	26	2	46	215	636
	22.2%	0.0%	4.1%	0.3%	7.2%	34%	

Information on membership sales

During the latter part of 2018/early 19 improvements to the capture and classification of data into our membership database, Commence, were adopted. A consistent view of the source of new members is now available and will help inform how effort/expenditure be directed. Also, improvements have been made to establish how members pay and their sport preferences.

Source of members – how new members come to our Club

For the target categories (Senior Rackets and younger members (18 – 30 and living at home) the way new members have come to the Club* are:

- Referrals from existing members (34%)

- Google/website (11%)
- Members previously (11%)
- Local knowledge (11%)
- Other (11%) and not recorded (22%)

** 1 October 18 – 2 April 19 and who are still members*

Marketing and Sales activity and promotions

Refer a friend – word of mouth

The simplest and least expensive promotions can often be the most effective: over a third of new members join this way. Members benefit from a £25 Clubroom voucher for each new member. Often just talking to friends or family with some enthusiasm about our club can spark interest. New members are now being encouraged to refer others as they join.

Once the prospective member has seen our lovely grounds, sporting facilities and fantastic new Clubroom we often have a new member: showing the club off is more important than just talking about it.

Many thanks to all of you that have taken part and introduced new members and, to those of you who haven't so far, let's make the next year "PLUS 1".

Flyers – distribution and placement

A flyer was produced in April 18: many thanks to James Scully for the artwork and an excellent deal on printing.

A big thank you to those who distributed about 1,500 locally last summer. We obtained new members and it was well worth doing - as long as distribution is free! Later an insert was placed in Bath Life with 6,000 circulation but tangible results were not immediately apparent. Overall the flyer is a useful and inexpensive resource. The sub-committee will review flyer design in due course as current stock runs out.

Flyers are being placed as part of welcome packs at new home developments and estate agencies and rental agencies are planned.

We are placing flyers in the Club Room so that they are more obvious to visitors (e.g. tournament visiting players from around Bath).

Print advertising – local magazines

Unfortunately print advertising seems to have little effect on membership enquiries or sales, at least in the publications tried. This mode of advertising seems to be diminishing but will be kept under review.

Website/Google

Over 10% of new members cite the website or a Google search and this is seen as a vital resource. The sub-committee has recommended that we need to come as No. 1 in any searches in and around Bath for tennis and squash. Obviously, the quality of the website is important but also any peripheral feeds such as LTA nationally and LTA Avon need to be monitored. Overall, an internet search will be the most likely way for a person new to Bath finding out about our club.

Social media

Social media (increasingly Instagram) appears to be the route by which younger people obtain information and the channel is likely to grow quickly. Claire Ackerman and Philip are currently looking at key people for coordinating and posting and a strategy is needed.

Sponsorships

Thanks to Philip for obtaining sponsors - Carter Jonas, Charlcombe Homes, Bath Ales, Talking Wines and Health for Bath and of course to their generosity.

Pay & Play

Although we are a members' only club and do not normally allow Pay & Play under the Club's rules, we do have it as an option on the LTA website. We do have a few enquiries, mainly for squash e.g. players displaced when BANES shut down the squash courts at the Rec. The Management Committee has agreed to allow P&P at off peak times as long as any requests are treated as a

membership opportunity and details are obtained for each player by our office staff (necessary for H&S and Safeguarding anyway). Will be restricted to 5 times pa.

Large employers

It's planned to approach two or three large Bath employers via their HR departments initially and offer a first-year incentive for employees to join.

Large hotels

It's also planned to approach two or three Bath hotels for the possibility of paying a monthly fee for guests to play tennis or squash (weekdays 1100 – 1500 and Sunday afternoons).