

Wolverhampton  
Lawn Tennis and Squash Club  
2018 – 2019

President  
RON STEVENSON

Chairman	Hon. Treasurer	Hon. Secretary
JOHN	GRAHAM	JOHN
HOLLINGSWORTH	LOADER	REYNOLDS

GENERAL COMMITTEE

NIGEL EASTWOOD <i>(Chairman Tennis Sub-Committee)</i>	MARC HUGHES <i>(Operations Manager)</i>	GUY BIRKETT <i>(Chairman Squash Sub-Committee)</i>
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NICKY WILLIS <i>(Chair of Social Committee)</i>	NIGEL MYNOTT <i>(Chairman Fitness Sub-Committee)</i>	LESLEY CALROW <i>(Minutes Secretary)</i>
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DAVID TILLEY	GREGG DAVIES	JUDY LOADER
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Notice is hereby given that

THE ANNUAL GENERAL MEETING

Will be held at the Club on Monday 20<sup>th</sup> January 2020 at 8:15pm

1. Opening and Apologies
2. Minutes of the last Annual General Meeting and Matters arising there from
3. Election of the President of the Club
4. Election of the Chairman of the Club
5. Election of the Honorary Secretary
6. Election of the Honorary Treasurer
7. Election of the Chairman of the Tennis Sub-Committee and the Tennis Sub-Committee
8. Election of the Chairman of the Squash Sub-Committee and the Squash Sub-Committee
9. Election of the Chairman of the Fitness Sub-Committee
10. Election of the Chairman of the Bar, Restaurant and Social Sub-Committee
11. Election of Minutes Secretary
12. Election of the three further members of the General Committee of whom at least one person shall be a man and at least one person a woman
13. The Report of the Hon. Treasurer and presentation of Accounts.
14. Election of Auditors
15. Any other Business

NB

(1) All nominations should be duly proposed and seconded on the forms provided in the Club Office or Shop six days prior to the meeting.

## Wolverhampton Lawn Tennis and Squash Club

### Financial Statements

30 September 2019

**MURAS BAKER JONES LIMITED**  
Chartered Accountants & statutory auditor  
Regent House  
Bath Avenue  
Wolverhampton  
West Midlands  
WV1 4EG

## **Wolverhampton Lawn Tennis and Squash Club**

### **Independent Auditor's Report to Wolverhampton Lawn Tennis and Squash Club**

**Year ended 30 September 2019**

#### **Opinion**

We have audited the financial statements of Wolverhampton Lawn Tennis and Squash Club (the 'club') for the year ended 30 September 2019 which comprise the statement of comprehensive income, statement of financial position, statement of changes in equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the club. Our audit work has been undertaken so that we might state to the club those matters we are required to state to it in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the club, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the club's affairs as at 30 September 2019 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the respective responsibilities of management committee and auditor section of our report. We are independent of the club in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out below, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

#### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the management committee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the management committee has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the club's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters on which we report to you if, in our opinion:

- the club has not kept proper books of account or has not maintained a satisfactory system of control over its transactions; or
- the financial statements are not in agreement with the club's books of account; or
- we fail to obtain all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

#### **Respective responsibilities of the management committee and independent accountant**

As explained more fully in the management committee's responsibilities statement, the management committee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the management committee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the management committee is responsible for assessing the club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management committee either intend to liquidate the club or to cease operations, or have no realistic alternative but to do so.

#### Respective responsibilities of management committee and auditor

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management committee.
- Conclude on the appropriateness of the management committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the club's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are

inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the club to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regent House  
Bath Avenue  
Wolverhampton  
West Midlands  
WV1 4EG

9 December 2019

Muras Baker Jones Limited  
Chartered Accountants & statutory auditor

**Wolverhampton Lawn Tennis and Squash Club**  
**Statement of Comprehensive Income**  
**Year ended 30 September 2019**

	2019	2018
	Note	£
<b>Turnover</b>		357,032
<b>Gross surplus</b>		357,032
Administrative expenses		470,467
Other operating income		109,542
<b>Operating (deficit)/surplus</b>		(3,893)
Other interest receivable and similar income		513
Interest payable and similar expenses		3,059
<b>(Deficit)/surplus before taxation</b>	5	(6,439)
Tax on (deficit)/surplus		3,934
<b>(Deficit)/surplus for the financial year</b>		(10,373)
Legacy - Disabled Access Development Fund		100,000

The notes on pages 12 to 17 form part of these financial statements.

**Wolverhampton Lawn Tennis and Squash Club**  
**Statement of Financial Position**  
**30 September 2019**

	2019	2018
	Note	£
<b>Fixed assets</b>		
Tangible assets	7	965,965
Investments	8	3,943
		969,908
<b>Current assets</b>		
Stocks		8,784
Debtors	9	17,966
Cash at bank and in hand	6	462,201
		488,951
<b>Creditors: amounts falling due within one year</b>	10	227,525
<b>Net current assets</b>		261,426
<b>Total assets less current liabilities</b>		1,231,334
<b>Creditors: amounts falling due after more than one year</b>	11	47,851
<b>Net assets</b>		1,183,483
<b>Capital and reserves</b>		
Other reserves		160,000
Profit and loss account		1,023,483
<b>Members funds</b>		1,183,483

These financial statements have been prepared in accordance with Section 1A of FRS 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

These financial statements were approved by the management committee and authorised for issue on 9 December 2019, and are signed on their behalf by:

Mr G Loader  
Treasurer

Mr J Reynolds  
Secretary

## Wolverhampton Lawn Tennis and Squash Club

### Statement of Changes in Equity

Year ended 30 September 2019

	Other reserves £	Profit and loss account £	Total £
At 1 October 2017	60,000	1,031,219	1,091,219
Surplus for the year	—	2,637	2,637
<b>Total comprehensive income for the year</b>	<b>—</b>	<b>2,637</b>	<b>2,637</b>
At 30 September 2018	60,000	1,033,856	1,093,856
Deficit for the year	—	(10,373)	(10,373)
Other comprehensive income for the year:			
Legacy - Disabled Access Development Fund	100,000	—	100,000
<b>Total comprehensive income for the year</b>	<b>100,000</b>	<b>(10,373)</b>	<b>89,627</b>
At 30 September 2019	160,000	1,023,483	1,183,483

The notes on pages 12 to 17 form part of these financial statements.

## Wolverhampton Lawn Tennis and Squash Club

### Notes to the Financial Statements

Year ended 30 September 2019

#### 1. General information

The club is unregistered.  
The address of the principal office is Neville Lodge, 53 Newbridge Crescent, Tettenhall, Wolverhampton, WV6 0LH.

#### 2. Statement of compliance

These financial statements have been prepared in compliance with Section 1A of FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

#### 3. Accounting policies

##### Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through profit or loss.

##### Revenue recognition

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods supplied and services rendered, stated net of discounts and of Value Added Tax.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have transferred to the buyer, usually on despatch of the goods, the amount of revenue can be measured reliably, it is probable that the associated economic benefits will flow to the entity, and the costs incurred or to be incurred in respect of the transactions can be measured reliably.

Grant income is recognised when the club has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Lifetime membership subscriptions are recognised in full in the year of receipt.

##### Corporation tax

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss, except to the

extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is recognised in other comprehensive income or directly in equity, respectively.

Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

#### **Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other comprehensive income and accumulated in equity, except to the extent it reverses a revaluation decrease of the same asset previously recognised in profit or loss. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in equity in respect of that asset. Where a revaluation decrease exceeds the accumulated revaluation gains accumulated in equity in respect of that asset, the excess shall be recognised in profit or loss.

#### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	5% reducing balance
Development	-	2% straight line
Equipment	-	10% reducing balance (computers and bar fittings 25%, gym equipment 20%)

#### **Investments**

Fixed asset investments are initially recorded at cost, and subsequently stated at cost less any accumulated impairment losses.

#### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible

reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

#### **Stocks**

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

#### **Finance leases and hire purchase contracts**

Assets held under finance leases and hire purchase contracts are recognised in the statement of financial position as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset.

Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.

#### **4. Employee numbers**

The average number of persons employed by the club during the year amounted to 25 (2018: 26).

#### **5. Surplus before taxation**

(Deficit)/surplus before taxation is stated after charging:

	2019	2018
	£	£
Depreciation of tangible assets	92,099	90,630
Fees payable for the audit of the financial statements	2,375	2,440

## 6. Cash and bank balances

	2019	2018
	£	£
Current account	259,062	304,527
Deposit account	102,184	101,937
Fixed term deposit account	100,000	—
Cash in hand	955	955
	<u>462,201</u>	<u>407,419</u>

## 7. Tangible assets

	Premises	Development	Equipment	Total
	£	£	£	£
<b>Cost</b>				
At 1 October 2018	498,633	1,909,918	626,730	3,035,281
Additions	<u>15,038</u>	<u>9,196</u>	<u>61,466</u>	<u>85,700</u>
<b>At 30 September 2019</b>	<u>513,671</u>	<u>1,919,114</u>	<u>688,196</u>	<u>3,120,981</u>
<b>Depreciation</b>				
At 1 October 2018	442,053	1,127,206	493,658	2,062,917
Charge for the year	<u>3,581</u>	<u>47,863</u>	<u>40,655</u>	<u>92,099</u>
<b>At 30 September 2019</b>	<u>445,634</u>	<u>1,175,069</u>	<u>534,313</u>	<u>2,155,016</u>
<b>Carrying amount</b>				
<b>At 30 September 2019</b>	<u>68,037</u>	<u>744,045</u>	<u>153,883</u>	<u>965,965</u>
<b>At 30 September 2018</b>	<u>56,580</u>	<u>782,712</u>	<u>133,072</u>	<u>972,364</u>

## 8. Investments

	Shares in group undertakings	Other investments other than loans	Total
	£	£	£
<b>Cost</b>			
At 1 October 2018 and 30 September 2019	<u>2,761</u>	<u>1,182</u>	<u>3,943</u>
<b>Impairment</b>			
At 1 October 2018 and 30 September 2019	<u>—</u>	<u>—</u>	<u>—</u>
<b>Carrying amount</b>			
At 30 September 2019	<u>2,761</u>	<u>1,182</u>	<u>3,943</u>
At 30 September 2018	<u>2,761</u>	<u>1,182</u>	<u>3,943</u>

The club holds 2,898 Ordinary Shares of £1 each in Wolverhampton Lawn Tennis Club Limited.

## 9. Debtors

	2019	2018
	£	£
Trade debtors	14,720	13,345
Other debtors	<u>3,246</u>	<u>3,053</u>
	<u>17,966</u>	<u>16,398</u>

## 10. Creditors: amounts falling due within one year

	2019	2018
	£	£
Payments received on account	107,078	131,936
Trade creditors	50,570	42,257
Accruals and deferred income	30,565	30,594
Corporation tax	4,021	6,059
Social security and other taxes	9,243	9,174
Obligations under finance leases and hire purchase contracts	16,178	14,697
Other creditors	<u>9,870</u>	<u>9,063</u>
	<u>227,525</u>	<u>243,780</u>



**11. Creditors: amounts falling due after more than one year**

	2019	2018
	£	£
Obligations under finance leases and hire purchase contracts	9,351	25,528
Other creditors	<u>38,500</u>	<u>45,500</u>
	<u>47,851</u>	<u>71,028</u>

**12. Other reserves**

This comprises £60,000 in respect of the development fund which is to be carried forward in respect of future development projects. A further £100,000 has been bequeathed this year to the Club to improve disabled access to the club.

**Wolverhampton Lawn Tennis and Squash Club**

**Management Information**

**Year ended 30 September 2019**

**The following pages do not form part of the financial statements.**

**Wolverhampton Lawn Tennis and Squash Club**  
**Detailed Income and Expenditure Account**  
**Year ended 30 September 2019**

	2019	2018
	£	£
<b>Turnover</b>		
Subscriptions	352,194	358,067
Lifetime Subscriptions	4,838	16,264
	<u>357,032</u>	<u>374,331</u>
<b>Other Income</b>		
Bar Trading Account	14,878	19,106
Restaurant Trading Account	( 23,772)	( 14,907)
Shop Trading Account	1,133	1,636
Indoor tennis	32,854	23,516
Squash courts	2,407	2,268
Visitor fees	1,515	1,370
Floodlights	1,800	1,320
Advertising	865	( 955)
Sponsorship income	16,624	13,132
Key fobs and shoe tags (net)	( 964)	( 356)
Dance studio	19,909	20,330
Rental of office space	22,187	23,301
Tennis coaching programme	20,574	7,974
Community tennis programme	( 583)	2,406
Commission from sweet machine	115	113
	<u>109,542</u>	<u>100,254</u>
<b>Overheads</b>		
Administrative expenses	470,467	461,532
<b>Operating (deficit)/surplus</b>	( 3,893)	13,053
Other interest receivable and similar income	513	134
Interest payable and similar expenses	( 3,059)	( 4,540)
<b>(Deficit)/surplus before taxation</b>	<u>( 6,439)</u>	<u>8,647</u>

	2019	2018
	£	£
<b>Administrative expenses</b>		
Reception wages	41,029	39,073
Gym wages inc' professionals retainer	16,800	17,000
Gym maintenance	199	1,174
Gym sundries	9,558	6,837
Office wages	72,777	66,996
Rent and rates	26,017	30,216
Water	8,919	6,876
Electricity	32,021	26,483
Gas	15,299	17,986
Insurance	4,515	4,247
Repairs	4,149	4,997
Cleaning wages	22,876	21,912
Cleaning materials	6,174	7,460
Security - wages	5,398	4,932
Security - other	1,038	1,085
Groundstaff - wages	39,531	40,151
Groundstaff pension costs	983	1,076
Maintenance of grounds	15,377	16,667
Telephone	3,662	5,213
Office expenses	1,667	1,730
Computer expenses	2,868	3,188
Stationery and postages	2,446	4,006
Irrecoverable VAT	14,077	13,817
Marquee events	1,804	–
Marketing	7,260	7,066
Affiliation fees, match expenses, trophies, etc. - Tennis	( 1,382)	( 377)
Affiliation fees, match expenses, trophies, etc. - Squash	( 2,839)	762
Squash professional retainer	10,818	9,896
Legal and professional fees	7,987	6,313
Auditors remuneration	2,375	2,440
Depreciation of tangible assets	92,099	90,630
Bad debts written off	811	–
Bank charges	4,154	1,680
	<u>470,467</u>	<u>461,532</u>

	2019	2018
	£	£
<b>Bar trading account</b>		
Bar sales	92,653	90,603
Purchases (after stock adjustment)	( 39,154)	( 35,193)
Gross profit	<u>53,499</u>	<u>55,410</u>
	57.7%	61.20%
Wages and pension contributions	( 36,276)	( 35,195)
Stock taker's fees	( 900)	( 933)
Sundry purchases	( 1,445)	( 176)
	<u>( 38,621)</u>	<u>( 36,304)</u>
<b>Surplus of income</b>	<u>14,878</u>	<u>19,106</u>
<b>Restaurant trading account</b>		
Sales	68,098	63,047
Purchases (after stock adjustment)	( 38,234)	( 30,475)
Gross profit	<u>30,864</u>	<u>32,572</u>
	45.3%	51.70%
Wages and pension costs	( 48,941)	( 42,324)
Cleaning	( 720)	( 720)
Gas and electricity	( 204)	( 204)
Stock taker's fees	( 900)	( 755)
Sundry purchases	( 3,871)	( 3,476)
	<u>( 54,636)</u>	<u>( 47,479)</u>
<b>Deficit of income</b>	<u>( 23,772)</u>	<u>( 14,907)</u>
<b>Shop trading account</b>		
Sales	14,990	13,642
Purchases (after stock adjustment)	( 13,857)	( 12,006)
<b>Surplus of income</b>	<u>1,133</u>	<u>1,636</u>

## Finance Report

The accounts have been prepared under the Financial Reporting Standards which includes FRS102.

The Auditors have given the club a clean audit report.

I am disappointed to report that there is a deficit for the financial year of £10,373 compared to a surplus last year of £2,637 – a shortfall of £13,010. However, our cash balances have increased by £54,782 to £462,201. Details of the cash movement can be found in the cash statement.

This deficit of income over expenditure is after charging depreciation (a non-cash item) of £92,099. Hence the cash income generated from the business was £81,726 compared to £93,267 in 2018. The traditional detailed income and expenditure accounts follows on from my report.

At the 30<sup>th</sup> September 2019 there was an overall bank balance of £462,201. This balance included subscriptions paid in advance of £107,078 which was £24,858 less than last year. It is also after paying a net £85,700 for fixed asset additions. In addition we have also placed the legacy bank account on a twelve-month treasury account which finished after the year end and has now been reinvested for another 12-month period.

You will also notice that the treatment of the legacy account has been taken to reserves and is called the “Disabled Access Development Fund”.

Within the subscription income line there are both ongoing subscriptions and lifetime subscriptions. The ongoing subscriptions were £352,194 compared to the previous year of £358,067. In addition, there was also a shortfall in life memberships of £11,426. The total subscriptions were £357,032 compared to £374,331 in the previous year. This shortfall of £17,162 more than covers the overall shortfall for the year and once again shows the importance of subscription income to the club.

The subscription rates were increased by 2.5% at the start of the year and it was disappointing that actual on-going subscription revenue decreased by £5,873(2%). This also meant that in real terms represented a decrease in real terms of £14,179 or the equivalent of 22 full playing members.

Clearly it is vital to continue the focus on membership retention in order to maintain the financial stability of the club. This is one of the club's main priorities. The bar and restaurant finances have been closely scrutinised throughout the year. The combined results showed a year on year deficit of £8,894 compared to an overall surplus of £4,199 in the previous year. Sales in the bar increased (£2,050) but the margin decreasing by 3.5% to 57.7%. Overall the bar made a profit of £14,878, mainly

through external functions and the non-member pricing. The sales in the restaurant increased by 8% (£5,051) compared to the previous year. The gross margin in the restaurant decreased from 51.7% to 45.3%. This is budgeted to increase to 50% next year.

The overall wages have increased by £7,698 as we have suffered a number of unexpected staffing costs. During the last quarter of the financial year we recognised the low footfall through the restaurant especially in the evenings. This resulted in a change to the availability of food and the restaurant opening hours. This is an area that will continue to be closely monitored by the Executive and General Committee on a monthly basis in the current year.

In reviewing the detailed Income and Expenditure, the tennis coaching programme and the community tennis programme results increased by £9,611 which was partly better administration and numbers attending the programme.

The income from the indoor tennis court increased by £9,338 (40%) to £32,854 which is very much influenced by the weather.

Our sponsorship in the year was £16,624, which is very much appreciated and greatly assists the financial performance of the club.

Our total income excluding subscriptions increased from £100,254 to £109,542, which helped to offset the subscription shortfall.

Overall total income has decreased by £8,011 (2%) to £466,177.

Total expenditure in the year showed an overall increase of 2% (£8,935). There was a wage increase during the year of 2.5% which accounted for £4,778 of this overall increase. The increase in the office wages is due to additional hours in the office as a result of "Making Tax Digital".

Our electricity charges increased by £5,538, mainly as a result of government levy's and environmental taxes. Subsequently after year end a new electricity contract has now been negotiated.

The rates bill was £26,017, a decrease of £4,199 following a rates revaluation and the subsequent effect of tapering relief.

The increase in the squash professional retainer of £922 is due to a Squash Professional for the full 12 months this year compared to a part year in 2018.

The loss on the marquee events represents the consolidation of the Big Ball and the Sportspersons Dinner. The number of people attending the sports persons dinner was lower than expected and not enough to cover the expense of the marquee.

The level of depreciation in the year has increased from £90,630 to £92,099.

This year has seen a large increase in fixed asset expenditure (£85,700) on improving the facilities at the club. This included upgraded the shower areas in the ladies changing room, upgrading the conservatory flooring and furniture, upgrading the back restaurant and improvements in the computer network system. The total of the hire purchase account at the end of September was £25,529. The equipment is due to be replaced in first quarter 2021.

Cash flow during the year was good with the overdraft facility not being used. On the Statement of Financial Position, the total members funds are now £1,183,483, an increase of £89,627. Details of the increases in the cash balances (£54,782) and the main areas of expenditure are detailed on the attached cash statement.

The fixed assets have decreased from £976,307 to £969,908 as a result of the additions less depreciation charge.

The John Vaughan Development also benefitted in the year by £300. The General Committee decided to increase the level of subscriptions by 2.4% for this current year. The membership revenue for this current year has been a similar level to the previous year.

We are projecting a budgeted surplus of income over expenditure of £5,000 for the financial year in 2019 / 2020, which equates to cash generated of £97,000 before charging for depreciation. This will represent a significant challenge for the new organisational structure and there will continue to be strict cost control in place. This additional cash will help to fund future projects in the club improvement plan which is currently being evaluated.

I would like to thank Ros and Claire at the Club; Lee and Chris at Muras Baker Jones and our printers Bridgnorth Print for their help in publishing these accounts.

**Graham Loader**  
**Honorary Treasurer**

**Wolverhampton Lawn Tennis and Squash Club**  
**Cash Flow Statement**  
**For the year ended 30 September 2019**

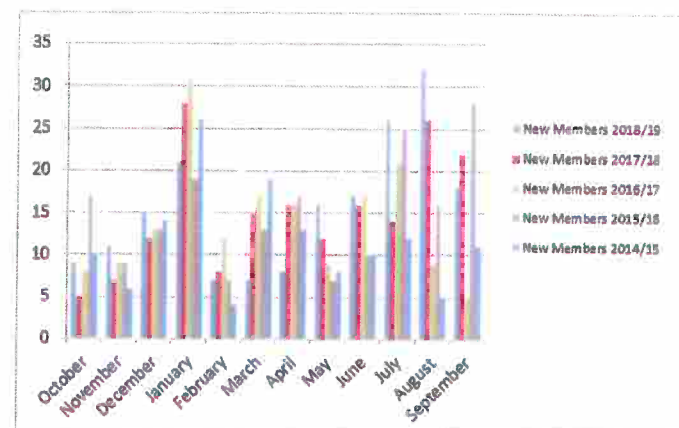
	£	£
Deficit of Income over Expenditure		( 10,372)
Depreciation		92,099
<b>Cash Generated</b>		<b>81,727</b>
<b>Working Capital Movements</b>		
(Increase) in Stocks	( 244)	
(Increase in Debtors)	( 1,568)	
(Decrease) in creditors and accrued charges	( 16,256)	
<b>Total Working Capital Movements</b>		<b>( 18,068)</b>
(Decrease) in Grant from L.T.A.		( 7,000)
(Decrease) in Hire Purchase		( 16,177)
Legacy bank account		100,000
<b>Total Cash generated</b>		<b>140,482</b>
<b>Application of Funds</b>		
Fixed additions	( 85,700)	
<b>Total Application of funds</b>		<b>( 85,700)</b>
<b>Increase in Cash</b>		<b>54,782</b>
Reconciliation of Cash Movement	£	
Increase in Active Savings Bank Account		247
(Decrease) in Cash at Bank		( 45,465)
Increase in Cash in Hand		0
Increase in legacy bank account		100,000
<b>Total Increase in Cash</b>		<b>54,782</b>

**Membership Report 2018/19**

Our levels of Adult, Family and Senior members remains good at 583. The next generation of long-term members, Under 21 and Under 25s has increased this year as has the number of Junior members. In terms of new members, we had below normal levels from January to March but have significantly picked up from April onwards. The numbers of new members joining between 1<sup>st</sup> October 2018 and 30<sup>th</sup> September 2019 was 198 which I believe is a good long-term sign that the club is doing well and that our marketing strategy is working well.

We have improved our renewal process and the feedback we receive is that the club is most welcoming with excellent sporting facilities and people. Our various offers in January and July on average tend to bring in 15 new members per month but the most successful campaigns are ones where members recommend a friend. If you have done this, thank you.

As of September:	2019	2018	2017	2016	2015	2014	2013
Subscription Income	£367,032	£374,331	£374,929	£360,372	£357,628	£350,104	£327,841
Full Playing & Family	461	482	499	506	515	511	512
Under 25	24	25	36	33	39	31	25
Under 21	10	5	12	13	13	12	19
Student	51	42	52	67	69	73	64
Country	12	12	9	8	7	14	16
Senior Playing	122	119	111	105	100	92	83
Juniors (U18 to U8)	198	189	164	201	218	203	202
Social	28	34	33	37	39	45	59
Temp	12	8	6	1	6	2	9
Corporate	5	6	6	6	10	17	1
Sub Total (paying)	923	922	928	977	1016	1000	990
Life & Hon.Life	25	24	19	19	19	22	23
Junior Family & others	117	135	138	146	135	133	132
<b>TOTAL</b>	<b>1065</b>	<b>1081</b>	<b>1085</b>	<b>1142</b>	<b>1170</b>	<b>1155</b>	<b>1145</b>



## OPERATIONS MANAGER REPORT 2018/19

### Our Club Vision

"To be acknowledged as a leading racket sports club in the region in terms of administration, development, participation, performance and profile"

### Mission Statement

"Wolverhampton Lawn Tennis and Squash Club provides equal opportunity to play socially or at the highest competitive level by providing first class racket sport and physical activity facilities, services and programmes for members, staff and the local community"

It's been another very busy and rewarding year at the club with 185 new members this year, new staff at reception and in our bar and restaurant. Nikki Parkes returned to oversee reception and our events after her maternity leave following a year of assistance from our intern, Andy Hepworth.

We measure the number of people attending our fitness, tennis and squash/racketball classes on a weekly basis, we also monitor the number of court bookings; all have seen increases over the last 12 months. Although our membership remains stable at around 1000 members, we can see that participation is increasing which is a very positive indicator for the club.

The building and grounds continue to be well cared for by our House and Grounds team. Thank you to Dave, Rob, Phil, Ian and Debbie for all their good work in keeping the club looking at its best. The improvements to the ladies changing room and toilets at the end of the club year have been particularly well received, thank you to Andy Hayward for the building work and to our grounds team for various improvements throughout the year.

We continue to work through our annual Club Improvement Plan and we have completed a significant number of improvements this year including replacing more of the Technogym pads, upgrading the ladies changing room and showers, replacing ceiling tiles and adding LED lights in the ladies shower area, checkerboard plate has been added to the Pit plus additional equipment fitted. The carpet in the back restaurant has been replaced and new window dressings fitted too plus additional storage units. We have upgraded the car parking lines and some tarmac thanks to Jag Gill. We also finalised the purchase of the exit road and additional parking spaces. We fitted new tennis

scorecards for courts 1&2, upgraded the external soffits around the squash court roof, installed new banners, thanks to Steve Smith at the Studio Group, on the walls of the corridor to the squash courts. The men's sauna was upgraded, and a timer fitted to the ladies sauna. All squash court floors were sanded and repairs made to some of the plasterwork. Thank you to all of the committees for their improvement ideas and to you, our members for your patience during some of the projects.

Our team of staff, coaches and committee volunteers do make this club a most welcoming place; it's been an honour to be your Operations Manager for an eighth year and the team and I very much look forward to joining you on the courts, in the gym and at the bar as we all strive to make the club your second home. Keep healthy, play sport and make friends.

*Mare Hughes*

M. HUGHES CMgr, MATM, RAF

Operations Manager

## Squash and Racketball Committee Chairman's Report – 2018/2019

My sixth year as Chairman was one where following completion of our Squash and Racketball season and in July 2019 I passed the mantle on to Neil Patel. As such I speak to you from *"beyond the grave !!"*.

Neil and his committee have already delivered record entries (judged against recent years) in the handicapped tournaments for both disciplines. The Chairmanship is very clearly in safe hands.

Chris Dawson having joined before the start of the 2018 season delivered a completed year as Head of Squash and Racketball. Given our arrangement with Chris it also strengthened links with Tettenhall College where Chris continued to deliver coaching. Andrew Hepworth was around for the majority of the year to also assist with the program.

Team Squash and Racketball was active. We continued to run what in recent history has been a record number of teams. As a member, team Squash and Racketball has never been more accessible and although success in the leagues we played in eluded us (with the exception of the Squash first team who secured promotion to the top flight of the Warks league) we flew the flag for participation and inclusion with a number of members experiencing team play for the first time. My sincere thanks to all of the captains for so ably marshalling and organising their teams and for all of the club members who turned out to represent their club.

Throughout the year we continued to operate three weekly Racketball mix in times alongside the now well established and supported Friday night Squash mix in. During the year other coaching one-off events were also held. My thanks to all of the coaching staff and volunteers who supported and enabled both the mix in's and those other events to happen. Helen Tottey, Simon Newall and Beth Grinsell are deserving of particular mention for their volunteering.

In terms of tournaments the season kicked off with the Dave Smart Racketball handicapped tournament quickly followed by the Carver Cup. Both had healthy entries (48 and 32 respectively). Thereafter and in January 2019 we played the age category Squash tournaments closing the active part of the season with the club championships for both Racketball and Squash with the finals night coinciding with a well supported end of season awards event in April 2019.

My thanks to all of the tournament sponsors whose contributions helped with the delivery of each event. The winners and runners-up of the tournaments in the 2018/2019 season are set out below :

Tournament	Champion	Runner-up
Expocet R/B Championship A	Robin Chipperfield	Chris Dawson
Expocet R/B Championship B	Steve Pearcey	Tim Edwards
Expocet R/B Championship C	Mark Smith	Mark Benfield
Expocet R/B Championship D	Cathy Grinsell	Robert Binnion
Flint & Partners Senior Squash	Steve Pearcey	Jan Gromadski
Flint & Partners Vintage Squash	Robin Chipperfield	Alan Griffiths
Flint & Partners Veterans Squash	Chris Dawson	Robin Chipperfield
Carver Cup (Squash)	Jordan Evans	Tom Watson
Dave Smart (Racketball)	James Henderson	Chris Dawson
First City Men's Squash A	Darren Lewis	Allan Walton
First City Men's Squash B	Jordan Evans	Jodie Hodgkins
First City Men's Squash Doubles	Darren Lewis	Stef Walczak
First City Ladies' Squash	Roxy Keshavarz	Anya Stojanovic

Squash and Racketball leagues operated throughout the year providing our members with year-round league opportunities should they wish to avail themselves.

We continued to meet as a committee on a monthly basis throughout the year. My thanks to all of the Squash and Racketball committee for being so giving of their time and otherwise assisting the club in continuing to develop the squash and racketball side of the club. Those committee members serving through the year (or part year) were John Reynolds, Cathy Grinsell, Kate Fuller, Beth Grinsell, Pete Roberts, Allan Walton, Helen Tottey and Neil Patel.

The RAF have continued to be an important strategic partner holding events through the year which have generated income. Our club is now very much viewed as the home of squash for the RAF with further events both booked and planned. Efforts to try and develop a similar relationship with England Squash remain a work in progress. We did however deliver what was judged to be a successful Masters tournament in November 2018 and whilst there was some learning to be taken forward, I was delighted when the event was re-booked for 2019.

Growing participation and doing our bit to help retention continued to be the key objective of the committee in my final year. Whilst there have been significant wins, growing juniors in the section remains a work in progress that I pass on to Neil. The last 12 months have however seen an increasing number of tennis players venturing into our section. I hope that is a trend which continues.

With a committee at full strength and a settled programme and development objectives for the coming year to look to attract new Squash and Racketball playing members I feel confident that Neil and his committee will be overseeing a growing Squash and Racketball section.

Finally can I acknowledge and thank (as I always do) Marc Hughes, for continuing to work with myself and the committee to support the growth and development of Squash and Racketball at the club.

**Guy Birkett**  
**Former Squash and Racketball Chairman**  
**December 2019**

In summary the committee and myself (Neil Patel) wish to note the valuable contribution made to the sport by Guy Birkett. Guy has been a superb chairman this year and over the last 8 years.

The Committee unanimously wish to recognise Guys passion, energy and commitment to further both Squash and Racketball over the years within the club .As a member, he continues to support and drive the not only Squash and Racketball but also the Club agenda.

Thanks  
Neil

## **Tennis Chair Report – 2018/19**

### **Introduction**

It's been another great year to be Chairman of the tennis committee. We have had a very successful year with all aspects of the tennis programme performing brilliantly. The team of Simon, Nick, Amber, Max, Jo, Clayton and Tom have shown what a great team they are, delivering all aspects of coaching with great enthusiasm, skill and commitment. We have seen record participation in competitions, coaching sessions and leagues and had lots of fun on the way with club nights and social events. Our player performance program has had some incredible results with our young players competing at county, national and international events!

### **Coaching**

Sadly our head coach Paul Hodgetts left us earlier this year to pursue a different career path; I would like to thank Paul for all his hard work and the commitment he gave to the club. Although these were big shoes to fill, (obviously not literally!) the team have stepped up and continue to deliver all levels of coaching and activities to the highest level!

We will also very soon be seeing Amber reduce her hours as she begins her amazing journey of starting a family! I would also like to thank her for all her hard work and wish her the very best with her new life as a mum, I know she will be amazing at that as well! Weather you have had a private lesson, group coaching, squads or team training you will know that the team always deliver a brilliant session and this is reflected in the growth in general standard of tennis around the club. We cater for all abilities from complete beginners to the heady heights of the rusty rackets! Oh and some team and performance squads as well!!!!

Henry Searle continues to play for team GB and is one of the country's top players for his age. Megan Davies, Serena Gill, Ed Cooper and Mae McCutcheon are all doing very well with their tennis scholarships in America.

The juniors starting with tots and sponge balls, soon progress to orange, then green and finally yellow balls and are a real credit to their parents and coaches with their commitment and enthusiasm to be the best they can. All this makes for a great place to play the game!

### **Teams and performance**

It has been a year of great success for our many teams, our Ladies retaining their Staffordshire County Club title for a record number of times. Both men's and ladies' teams at all levels have had a great season. I would like to thank all members who have represented the club throughout the tennis season in such a fine manner and all the captains who work so hard to get the matches organised. I would also like to thank all the supporters we get home and away, this really does make us the envy of the league and makes a massive difference for the players! Big thanks to Jonathan "stato" Whitehead for all his hard work as Tennis Teams Captain, he does so much behind the scenes and keeps us all on track!



### Tournaments and Leagues

We again hosted the County Championships. It was a week of magnificent tennis at the end of August which showcased the club at its best. We saw many of our members reach finals with the wonderful support of our barmy army.

Our Club Championships in June were a great success, with the changing of the guard for our men's final which proved to be of the highest standard with Tom Welsh being victorious in the men's final.

Veterans Championships, Vintage Championships, Junior Club Championships and FA Cup saw record entries with a great display of tennis and sportsmanship. These events where all followed by some great presentation evenings reinforcing what superb participation and support, we get. Thank you all for making them all so successful!

### Committee

This will be my last report as Tennis Chairman after many years of having the privilege to head the committee and be involved in the running of the club. My replacement is the very capable and committed Steve Chilvers who I know will do a great job and continue to make the club a great place for the members. I wish him all the best.

Your tennis committee now consists of:-

Nigel Eastwood (Chairman outgoing), Steve Chilvers (incoming chairman), Marc Hughes, Gregg Davies, Karen Fletcher, Jonathan Whitehead (Teams Captain), Richard Down, Emma Bolland and Simon Bird. All the committee members give up a lot of their time to try and improve the club and any comments or suggestions would be welcomed.

### Future

There are some big plans for club improvements, the benefits of which will reinforce that we are one of the best clubs in the UK. We have such great support with all events and competitions; we are the envy of other clubs and with your help we can continue to grow and improve. Many thanks to you all for making our club such a great place be.

### Nigel Eastwood – Tennis Chairman

Roll of Honour 2019	Champion (s)		Finalist (s)	
Club Champs				
Men's singles	Tom Welsh		Fin Cook	
Ladies singles	Adeola Greateorex		Henrietta Willis	
Men's doubles	Tom Welsh	Ed Cooper	Fin Cook	Taylor Penny
Ladies doubles	Stef Walczak	Adeola Greateorex	Cathy Lea	Sarah Willacy
Mixed doubles	Ross Fletcher	Adeola Greateorex	Robin Chipperfield	Stef Walczak
Veterans Champs				
Men's singles	Marc Hughes		Robin Chipperfield	
Ladies singles	Jane Hatton		Jo Birch	
Men's doubles	Stephen Giddings	Robin Chipperfield	Nigel Eastwood	Marc Hughes
Ladies doubles	Cathy Grinsell	Gerry Davies	Jane Hatton	Tracy Hook
Mixed doubles	Adrian Watts	Gerry Davies	Robin Chipperfield	Cathy Grinsell

### Gym Chairman Report

Amongst all the deliberation, meetings and negotiations reconstituting WLTS, the Energize Team continue to deliver modern personal training programs/techniques for members and non-members, as well as continuing to deliver a full year of varied circuits (11 per week), achieving motivation, strength, wellbeing and more importantly fun.

To me, Energize have become the engine of the club. Constant in their attendance and professional at all times. Continuing to improve their qualification portfolio.

The success and recognition of the PIT's importance has been a voice echoing through the club to the General Committee, underpinning the immediate requirement for "The New Project", which I can assure everybody, will continue to be progressed in 2020. We are also considering the possibility of a 20 bike Spin Studio and additional new circuits and equipment.

We must not ignore the competition we are facing in terms of our fitness facility in our immediate geographical catchment area and the further importance of retaining our members. Encouraging as many visitors as possible is an integral part of our future success.

It was a pleasure to be part of some of the outdoor events – participation in the Shropshire Walks, becoming a memorable family day out.

The more challenging 10k's, Marathons, Half Marathons and Mudders being represented by our more elite athletes, and it is with pride that I have witnessed some of our successes at these events. May I congratulate them all.

On Saturday 11<sup>th</sup> Jan 2020, I urge everybody to be part of Kick Start (detox). Your participation in this can be for varying reasons such as weight loss, greater toning and strength, personal discipline, general fitness and more importantly (during the pain!)... have some fun with friends and general comradery.

The year as every year has been full of challenges and may I take this opportunity of thanking the General Committee and Energize Team for their tireless efforts and the results achieved this year. I am proud to continue representing both committees.

"We are the best – be part of it."

Nigel J Mynott    Gym Chairman.

## Gym and Studio

Energize have been at the club for 7 years now and a lot has changed over that time in terms of the trends in health and fitness. The fitness industry is a lot more 'strength and conditioning' centred. System Energize are perfectly positioned for this with our vast experience, Adam's background in competitive body building,

Brendon's holistic approach, Billy's education and practice with the elite tennis players and my recent updated S&C qualification. 'The Pit' has continued to be one of the most important areas of the club as more and more club members realise the importance of proper conditioning to increase performance and longevity on the courts. The class participation remains strong, year on year and we would like to add more options, but the studio timetable doesn't allow at the moment. Hopefully we will have more options with the club improvements next year.

Last years 'Detox' was a great success. This year's had a few changes in name (Kick Start), the addition of some yoga and with all new recipes.

We organised two walks this year in Staffordshire and Shropshire which were very well received. In 2020 we plan another local walk and a more challenging mountain walk in the summer with a camping/hotel stop over.

We took part in a mud run this year and have put two in the diary for next year to create a target for members training.

The Wolverhampton to Aberdovey bike ride is proving more and more popular every year with members. Most weekends throughout the spring and summer there are groups of cyclists out on the lanes and this year the numbers will be higher with the 4th 'Lord Bilston Challenge' in July.

Please take the above summary as an open invite to all members and future members to get involved, try a class, get a program written, sign up to an event to support one of our charities and just have fun.

It's great to still be a part of this great club, thank you to all members for your energy and support.

System Energize

Kind Regards  
Paul Fothergill  
Head of Fitness

## Social Committee Report 2019

The Social Committee's first event was the Energize Party in March. We went for a superhero theme, after some hesitation regarding fancy dress, all the guests went all out and it was a great night. We managed to secure Word of Mouth DJ Stuart Ojelay for the entertainment – he was fantastic! The curries were made by the club, and the Indian nibbles bought in from a local caterer. The event made a small profit.

Our next event was the Summer Party. Due to the fact that the Big Ball was also being held this year, we chose a Caribbean themed evening. The food and amazing Rum Punch was provided by a local Caribbean caterer, and we had a steel band duo and disco as our entertainment. Another great night with a full dance floor. The event made a small profit.

The Sports Dinner was organised by a separate team; however, we did assist towards the end.

The Big Ball was deemed a success by the majority of the near 400 guests, we did have a certain amount of criticism from some members. It was a massive event to put on...the marquee team, Daksha and her team, Fran and the team at medicine and the social committee and all our helpers were fantastic. The bar provision not so good. I think that whoever organises the ball next time should maybe limit the numbers to around 280-300. The Big Ball made a good profit, but unfortunately, the Sport Dinner made a large loss, which impacted The Big Ball.

Our final event was last week's Christmas Party. Once again, because of the ball, we held a more informal, casual night. Food was excellent, turkey baps etc., but very nice. Disco was provided by John and again a great night was had by all.

With the exception of the ball, all of the events were a real hard sell...with around 70 guests at each. If only the next committee can encourage more guests to attend, the club would make lots more money!

Thank you for having me as Chair of the Social Committee, I hope the new committee have a very successful 2020.

Have a great Christmas and New Year all!

Nicky and the Social Committee

## Sponsorship & Marketing Report

It is very encouraging to continue to receive donations, sponsorship and advertising revenue from members and local organisations. Our thanks go to all of them, in no particular order:

**Gold Sponsor (over £5000 per year plus VAT)**  
Marstons

**Bronze Sponsor (over £500 per year plus VAT)**  
FBC Manby Bowdler Solicitors

### Other Sponsors

Carvers Building Supplies, Howard Wright, Mercedes, First City Developments Postural Health, IMA Financial Solutions, Dunstall Park Garage, Collins Fasteners Expocet Ltd, Flint & Partners, AL Aesthetics, PRL Executives and Goldhill Ltd, Hollingbrow Precision Products UK Ltd.

Wolverhampton's Premier Racquets and Fitness Club could be an ideal marketing investment. If you or your company would like to be part of something special and help implement the Club Improvement Plan, sponsor a tournament or if you would like to advertise around the club then please get in touch with us to discuss further. There are many different opportunities available.

### Marketing

2019 was a positive year in terms of marketing and promoting the club, including a new club brochure published at the start of the year carrying information about all aspects of life at WLTSC, and including numerous adverts from local businesses which overset production costs.

Another smaller brochure was produced later in the year based purely around partnership and sponsorship opportunities, which was also distributed at the Sporting Dinner held in September.

This included setting a fee for various opportunities for businesses to get involved with the club, including sponsoring tournaments and other events, teams, or having branding placed around tennis and squash courts.

This should prove beneficial for the club moving forward to have a more uniform set of fees in place for sponsorship opportunities, including a clearly defined set of benefits for the sponsor to ensure they receive value back for their support.

This is also a timely development as it works alongside the arrival of digital advertising on the TV screens now placed around the club, with sales of this space a key priority for 2020.

Wolverhampton's Premier Racquets and Fitness Club could be an ideal marketing investment.

If you or your company would like to be involved in sponsorship or advertising around the club then please check out the Sponsorship brochure or get in touch with us to discuss further.

WLTSC would also like to thank members and existing sponsors for their donations, sponsorship and advertising revenue which continues to help push the club forward and provide a high standard of facilities for members to enjoy.

The club continues to grow its social media networks, particularly Facebook, Twitter and Instagram, and now has a LinkedIn account, which will need to be promoted further in 2020 to ensure WLTSC can continue to build up corporate contacts and share its positive news and opportunities with the business community across Wolverhampton.

WLTSC also continued to attract positive media coverage, both with paid advertising and editorial within the Wolverhampton West magazine, and unpaid coverage in the Express and Star and Wolverhampton Magazine.

Stories covered by the Express and Star during the year included the club tennis, squash and racketball championships, FA Cup tennis and squash tournaments, the Staffordshire Tennis Championships, Sunday Boast squash sessions, Club Open Day, squash signing Miles Jenkins, Touch Tennis tournament and World Squash Day.

Marketing was also used positively to show the club's commitment to its role within the local community, including coverage relating to the substantial donation made to Compton Care following the Aberdovey Bike Ride, and the sizeable number of bikes donated to the Bike Project to be passed on to local refugees and asylum seekers.

In terms of personnel, Andy Hepworth returned to his studies at Aberystwyth University after a year's internship at WLTSC split between marketing, squash coaching and being part of the reception team.

The club also utilised freelance media and PR support from Paul Berry, who continued to produce regular articles to populate the WLTSC website, provided updates across all social media channels, and used his contacts within the local media to promote the club in the Express & Star and to other sources.

Nikki Parkes returned from maternity leave to focus mainly on events and reception duties but also contributing to internal marketing across different events and helping provide information to Paul on specific areas in need of promotion.

The challenge for 2020 will be to find new ways to market the club to try and increase the membership base, whilst also focusing more across corporate areas and tapping into contacts made at the sporting dinner to try and generate more sponsorship income and potential new corporate members.

## **Last Word from the Chairman**

The political and economic uncertainties this year have contributed to what has proved to be a challenging environment for the club's operations. In those circumstances, I consider that we have done well to maintain our membership level at roughly the same level as last year and to increase our membership renewals in the early months of the current year when compared to the previous year. When discussing our membership levels with other clubs at various forums and informal meetings that I have attended throughout the year I have been reassured to discover that we are out performing many other clubs regarding membership numbers.

We will be changing the club's status in early 2020 from an unincorporated association to a company limited by guarantee. We will then recommence work on the long term project to develop and improve the club's facilities, commonly known as "Fill The Gap". Once our proposals have been formulated, we will put them forward to you for comment, before seeking your formal approval to start the development at an Extraordinary General Meeting. The process of trying to improve and develop our facilities is essential if we wish to retain our position as the leading Racquets and Fitness club in the area.

I continue to be highly honoured to be chairman of this club, which I have now been a member of nearly fifty years, and to follow in the footsteps of so many illustrious predecessors. We have all shared the common goal of trying to do our very best for the club and I will continue to do my utmost to carry that mantle forward. My role as chairman is made considerably easier by the huge contributions from the other members of the Executive Committee, General Committee, Sub Committees, volunteers and staff. I would particularly like to thank my fellow Executive Committee members Graham Loader and John Reynolds, who have taken on additional responsibilities this year, and Nicky Willis and her team for the magnificent Autumn Ball, which was the social highlight of the year. Our committee members and volunteers contribute enormously to the success of our club and I thank them all on your behalf,

Our staff continue to be an amazing team showing great dedication and enthusiastically led by our Operations Manager Marc Hughes. My sincere thanks to all of them:

Coaches: Paul, Chris, Amber, Nick, Simon, Andy, Jo, Clayton, Darren, Max and Tom  
Fitness: Paul, Brendan, Billy and Adam  
Office: Nikki, Ros, Claire, Chris, Aimee and Marie  
Bar and Restaurant: Gilly, Barry, Margaret, Maria, Amber, Jan and Kelly  
House and Grounds: Dave, Rob, Debbie, Phil and Ian

I would especially like to thank Paul Hodgetts for all his efforts over the years as Head of Tennis and contributing so much to a thriving Tennis section.

Finally, my continued thanks to you for being a member of such a special club. I hope that you continue to enjoy your membership.

Your fellow member  
John