



WELCOME

**Annual General Meeting
Coombe Wood LTC
27 March 2023, 8.00pm.**



Agenda and Resolutions

1. The President to read the notice convening the meeting.
2. To approve the minutes of the 2022 Annual General Meeting.
3. To receive the President's report.
4. To receive the Honorary Treasurer's report on the financial position of the Club.
5. To adopt the accounts of the Club for the year ended 31 December 2022.
6. To approve the subscriptions and fees for the new membership year.
7. To approve the election of the President, Chair, Honorary Secretary, Honorary Treasurer and other members of the Committee.
8. 2023 projects and five-year plan.
9. To seek approval for proposed 2023 expenditure.
10. Any other business.

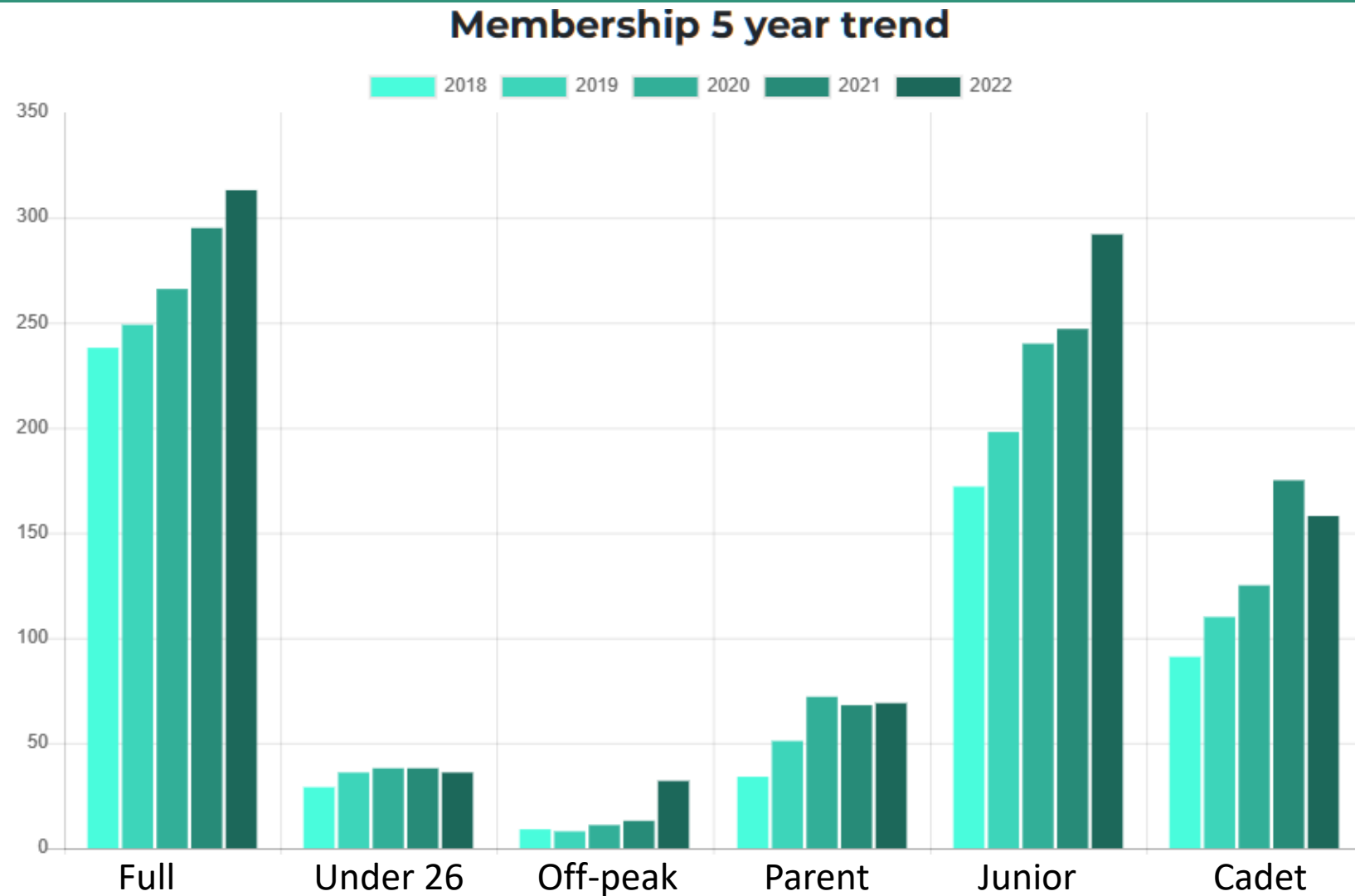


President's Address

Mike Bourne
President

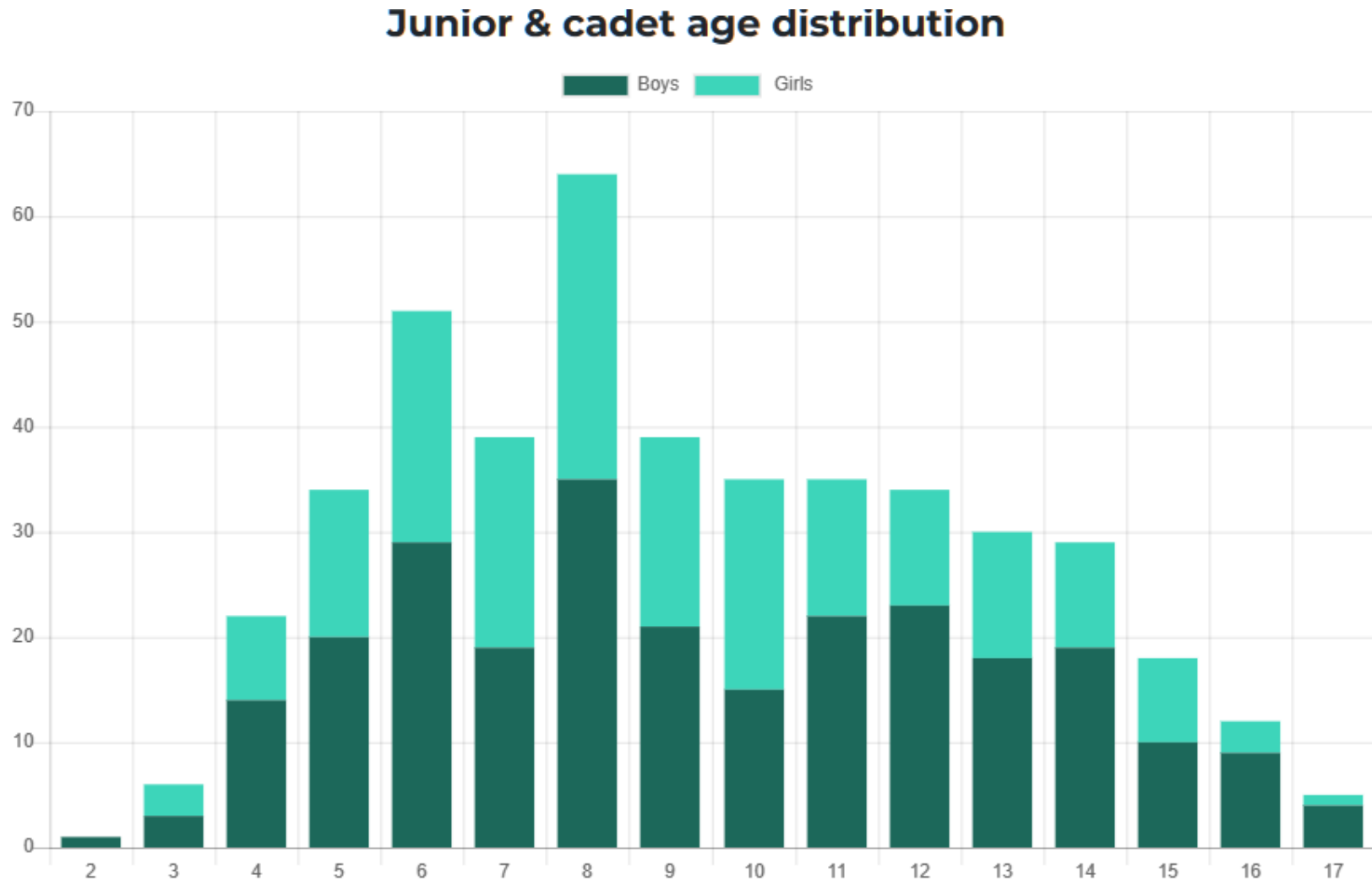


Membership Numbers





Juniors and Cadets





Honorary Treasurer's report

Paul Baxter
Honorary Treasurer



Accounts for the year ended 31 December 2022

- Income and Expenditure Account

		Year End 31-Dec-22		Year End 31-Dec-21
INCOME				
<u><i>Tennis subscriptions & fees</i></u>	£	£	£	£
Adult subscriptions	88,271		84,778	
Juniors & Cadets	28,375	116,646	25,835	110,613
Enrolment fees		4,250		4,550
Non Playing, grants & donations		630		820
Contribution from coaching		29,234		19,809
Visitors & schools		2,483		2,568
		<u>153,243</u>		<u>138,360</u>
<u><i>Surplus on Bar sales</i></u>				
Sales		6,254		2,356
Less: Cost of sales		(4,341)		(2,094)
		<u>1,913</u>		<u>262</u>
<u><i>Other surplus income</i></u>				
Teas & social events		532		395
Bridge - memberships & rentals		3,513		3,561
Interest received		132		5
Tournaments & other income		865		915
		<u>5,042</u>		<u>4,876</u>
<u>TOTAL INCOME</u>		<u>160,198</u>		<u>143,498</u>



Accounts for the year ended 31 December 2022

- Income and Expenditure Account

EXPENDITURE	31-Dec-22	31-Dec-21
Rent, rates & refuse collection	4,315	6,926
Electricity	13,323	8,622
Insurances	3,788	3,040
Phones, Software & other administration costs	2,387	1,803
Pavilion Costs incl Cleaning	6,424	5,396
Tennis Balls	5,987	3,689
LTA Subscriptions, league fees & trophies	2,547	1,300
Grounds upkeep	7,878	7,636
Court maintenance & upkeep	9,314	8,848
Coaching support	480	680
<u>TOTAL EXPENDITURE</u>	<u>56,443</u>	<u>47,940</u>
<u>INCOME LESS EXPENDITURE</u>	<u>103,755</u>	<u>95,558</u>
Additional landscape works	(3,079)	(5,976)
Tennis courts equipment & nets	(1,347)	(2,653)
Fencing repairs & electrical	(2,374)	(2,384)
Floodlighting works	(548)	0
Lane & terrace development	(5,030)	(9,118)
Other one off costs	(1,008)	(496)
<u>SURPLUS FOR THE YEAR BEFORE COURT REFURBISHMENTS</u>	<u>90,369</u>	<u>74,931</u>
Tax provision - Rates Grant	0	(1,900)
Court refurbishment	0	0
<u>SURPLUS FOR THE YEAR</u>	<u>90,369</u>	<u>73,031</u>



Accounts for the year ended 31 December 2022

- Balance Sheet

	31-Dec-22 £	31-Dec-21 £
<u>Fixed assets</u>		
Pavilion at Cost	2,772	2,772
Investments in and loan to CWLTC Ltd	8,306	8,306
	11,078	11,078
<u>Current assets</u>		
Bar stock	619	840
Debtors: Owed by Members	512	5,448
Prepaid expenditure	158	158
Owed by Ollie Lloyd Tennis	10,744	0
	12,033	6,446
<u>Cash</u>		
Santander current & reserve account	281,364	202,331
Co-Operative Bank	5,585	5,580
	286,949	207,911
<u>Creditors</u>		
Owing to Suppliers & accruals	6,086	11,830
Tax provision -Rates Grant	1,900	1,900
	7,986	13,730
<u>NET ASSETS</u>	302,074	211,705



Accounts for the year ended 31 December 2022

- Balance Sheet

<u>RESERVES</u>	31-Dec-22	31-Dec-21
<i>General reserves</i>	£	£
Balance as at 1 January	110,577	55,722
Transfer: Court refurbishment reserve	(36,404)	(18,176)
Surplus for the year	90,369	73,031
Balance as at 31 December	164,542	110,577
<i>Court refurbishment reserve</i>	£	£
Balance as at 1 January	101,128	82,952
Court refurbishment	0	0
Transfer: General reserve	36,404	18,176
Balance as at 31 December	137,532	101,128
<u>TOTAL RESERVES</u>	302,074	211,705



Resolution

To adopt the accounts of the
Club for the year ended
31 December 2022.



Subscriptions: 1 May 2023 to 30 April 2024

	<u>2022</u>	<u>2023</u>
Full adult	£280	£310
Junior (8 and over)	£84	£92
Cadets (under 8)	£38	£42
Under 26	£105	£115
Country & midweek	£180	£200
Off peak	£180	£200
Parent	£84	£92
Non-playing (including Bridge)	£30	£33
Joining fee (full members)	£100	£100
Adult visitor	£7	£8
Junior visitor	£3	£4



Resolution

To approve the
subscriptions and fees
for the new
membership year.



Officers and Committee Members

Officers

President:	Mike Bourne
Chair:	Heather McAtackney
Honorary Secretary:	Robert Gale
Honorary Treasurer:	Paul Baxter

Management Team

Welfare Officer:	Val Jermy
Grounds Secretary:	Chris Lewis
Social Secretary:	Nandini Narayanan
Match Secretary:	Jan Stewart
Membership Secretary:	Ian Stewart

Other Committee members:

Belinda Delic
Joanne Haigh
John Lewis
Meryl Lloyd
Ollie Lloyd
Daniel McQue
Kerry Ono
Armand Shahverdian
Nicki Tattersall



Resolution

To approve the election of the
President, Chair, Honorary
Secretary, Honorary Treasurer
and other members of the
Committee.



Proposed 2023 Expenditure and 5 Year Plan

Rob Gale
Honorary Secretary



2023 Expenditure – Terrace

Project to re-lay and enhance the clubhouse terrace

- Essential project - current terrace paving is crumbling and in regular need of repair – trip hazard/maintenance costs.
- Full resurfacing and extension of paving over current beds.
- Creating improved and expanded area for events/parties/spectators.
- Longer but very gradual slope for disability access to the club.
- Steps from the terrace on to the grass area by Court 1 will be widened.
- Present BBQ area will become a planting area.
- New BBQ area to be created to right of clubhouse with screening to enhance the area.
- Additional planting around borders to replace current beds.
- A planting area will develop between the upper edge of the ramp, to the brick wall, creating an attractive approach to the terrace. Visual flower bed as you approach the terrace.





2023 Expenditure – Terrace

Project approved at 2022 AGM with budget of £75,000

- Planning permission received.
- 3 quotes obtained.
- Project awarded to local landscaping contractor, Bloomin Marvellous.
- Work will take around 6 weeks – From 26 April to mid-June.

Thanks go to **Chris Lewis** who is leading the project on behalf of the committee and **Nikki Dobson** who prepared the design plans, dealt with the planning application and will be managing the contractors during the works.



2023 Expenditure – Lane Footpath

Scope

- Lay a pedestrian footpath running through the woodland area along the length of the lane
- Additional planting/hedges
- Low-level environmentally-compliant lighting along the new path
- More defined vehicle passing bay

Driven by safety considerations:

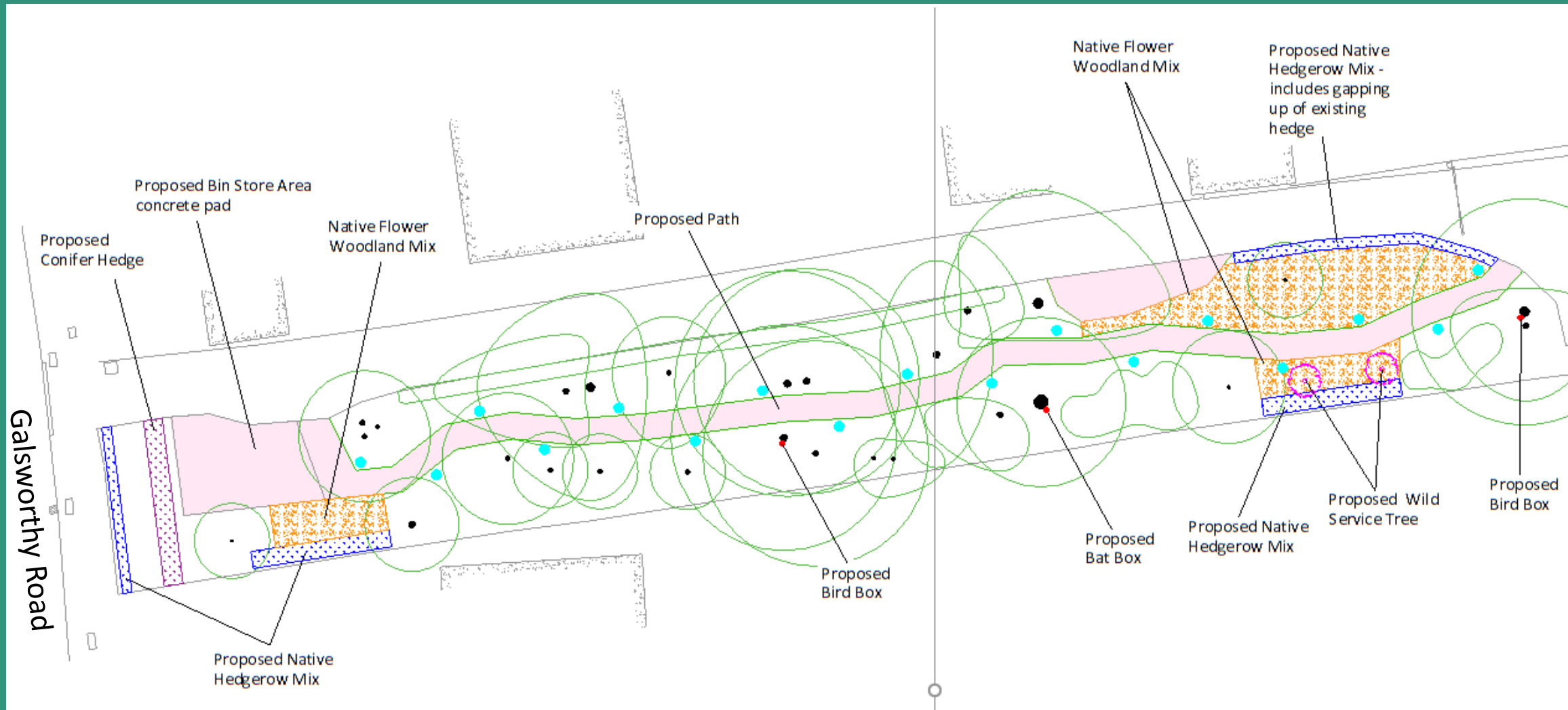
- Allows members, especially juniors, to use the lane safely, including after dark
- Pedestrians currently must share the road surface with cars/bikes
- Overgrown area provided hiding places for trespassers
- Nuisance and danger to members from rough sleeper building shelter in overgrown area

Environmental benefit:

- Encourages members to walk to the club rather than using their cars



Lane Development – Plan Design





2023 Expenditure – Lane Footpath

Prior activity

- Project approved at prior AGMs
- Delayed due to Covid and planning application refusal
- Ecology, Topographical and Arboricultural reports prepared
- Specialist planning advisors engaged
- Revised planning application submitted

2022

- Planning permission finally granted after further ecological concerns addressed.
- Detailed lighting plan submitted to Kingston Planning
- Revised quotes obtained – costs increases have pushed project well over the amount approved at 2022 AGM

2023

- Updated approval required before work can go ahead.
- Work to take place in Autumn to fit in with ecological constraints.

Many thanks to **Bob Blunden** for leading the project through to planning approval and Nikki Dobson who is now managing the project.



2023 Expenditure – Lane Footpath

Project Budget

- Total project cost approved in 2021: £51,000
- £14k incurred in 2020/21 on initial scrub clearance and specialist advisors
- Expenditure of £30k approved at 2022 AGM to complete project in 2022.
- Revised estimates:
- Expenditure incurred on planning activities in 2022: £5k
- 2023 Costs to completion - Project costs per quotes: £38K
 - Contingency: £10K
 - **Total: £48k**
- Cumulative total: £67k, including £10k contingency.



2023 Expenditure – LED Floodlights

Proposal to convert existing metal halide floodlighting to LED on all courts this year.

- Main advantages of LED:
 - a) Sustainability – environmentally friendly due to lower power requirement.
 - b) Energy cost savings – estimated at £10-15k per annum at current electricity rates.
 - c) Long design life with lower maintenance requirement with no lamp replacement.
 - d) Superior control features – no need to wait for bulbs to cool before switching back on.
- Survey of existing floodlight poles confirms all are in good condition with expected life of at least 5 years.
- Planning application submitted.
- Once approved, quotes will be obtained from 3 suppliers against an agreed specification.
- Cost estimated at £8-10k per court inc. VAT.

Approval sought for expenditure of up to £75k.



2023 Projects – Review of Legal Structure

Proposal outlined at the 2022 AGM remains that:

*The club should move from its current status as an **Unincorporated Association** to an incorporated structure as a **Company Limited by Guarantee**.*

- Current structure is suitable for smaller or informal clubs, with no staff, significant assets or contracts
- An unincorporated association is not separated from its members in legal terms
- Contracts entered into are in the name of individual committee members
- Risk to personal liability of members, especially committee members
- We have outgrown this structure:
 - Membership numbers at record high – income and expenditure increasing every year.
 - Likely we will soon need to employ someone, such as a 'Club Manager'



Company Limited by Guarantee

- The club will be owned by its members
- Member's liability limited to share capital.
- Separate legal identity – ability to enter into contracts in its own right
- Members are entitled to attend and vote at members' meetings (AGM/EGMs)
- Governed by its Articles of Association - They replace the club rules
- The directors/committee legally required to act in the best interests of the club
- Additional administrative work/costs - Filing annual accounts etc.



Governance Structure: Board of Directors

- Under an incorporated structure, the Company is governed by a Board of Directors.
- Our current rules state that the club's Committee should be between 15 and 20 people.
- LTA Guidance: *The size of the committee will be a balancing act, keeping the numbers manageable and ensuring diversity whilst having enough hands to implement the club's strategic plan.*
Typical committees are formed of 5-10 people.
- Consideration to be given to employing a club manager to take away some of the current committee tasks.



Review of Legal Structure - Next Steps

- Further review of legal/tax considerations
 - Engaging advisors as necessary
- Carry out detailed steps and prepare documents (Articles etc.) for approval
- Late summer/autumn - hold EGM to approve incorporation, appointment of Directors, and the transfer of the club's assets to the new company.



2023 Expenditure Proposal

	Estimate £
Club running costs	<u>95,032</u>
Project expenditure	
Lane development	48,000
Legal fees for Club rules/structure review	10,000
LED Lights	75,000
Terrace	75,000
Contingency	<u>20,000</u>
Total Projects	<u>228,000</u>
Total	<u>323,032</u>

Approve £34000 to include car park



Resolution

To seek approval for proposed
2023 expenditure.



5 Year Plan: Major Projects





2023 Events calendar

- **April 26 to mid-June:** Terrace project undertaken
- **Monday May 1:** Club tournament starts
- **Sunday May 21:** Matthew Cruickshank Cup - Juniors v Adults tournament
- **Mid-June (TBC):** Terrace completion - cocktail and canapés evening
- **Sunday June 18:** Junior tournament qualifying day
- **Saturday July 8:** Finals Day (Adults and Juniors)
- **Saturday September 23:** End of summer party
- **Saturday December 2:** Christmas party



Any Other Business



THANK YOU FOR
ATTENDING

APPENDICES

CWLTC
CASH FLOW PROJECTIONS - 5 YEARS 2023 TO 2027

	Years ending					
	31-Dec-22	31-Dec-23	31-Dec-24	31-Dec-25	31-Dec-26	31-Dec-27
	Actual	Projection	Projection	Projection	Projection	Projection
	£	£	£	£	£	£
Cash balance at start of year	207,911	286,949	135,001	145,444	136,611	158,516
Revenue						
Subscriptions & other revenue	124,409	136,850	143,692	146,566	149,498	152,488
Coaching	29,234	29,234	29,234	29,234	29,234	29,234
Bar and other	6,555	5,000	5,000	5,000	5,000	5,000
Total revenue	160,198	171,084	177,926	180,800	183,732	186,722
Normal running costs						
Electricity	13,323	27,600	22,680	23,134	23,596	24,068
Other	43,120	47,432	49,804	50,800	51,816	52,852
Club Manager	-	20,000	35,000	35,700	36,414	37,142
Total normal running costs	56,443	95,032	107,484	109,633	111,826	114,062
Surplus from normal activities	103,755	76,052	70,443	71,167	71,906	72,659
Project expenditure						
Court resurfacing	-	-	-	60,000	30,000	-
Lane development	-	48,000	-	-	-	-
Legal fees for Club rules/structure review	-	10,000	-	-	-	-
LED Lights	-	75,000	-	-	-	-
Terrace	-	75,000	-	-	-	-
Car Park pot hole repair			20,000			
Clubhouse redecoration and furniture			15,000			
Terrace furniture			5,000			
Contingency/other	13,386	20,000	20,000	20,000	20,000	20,000
Total Projects	13,386	228,000	60,000	80,000	50,000	20,000
Surplus/(deficit) after project expenditure	90,369	(151,948)	10,443	(8,833)	21,906	52,659
Working capital movement	(11,331)					
Cash balance at end of year	286,949	135,001	145,444	136,611	158,516	211,175
Sinking fund requirement	137,532	152,532	167,573	128,573	117,551	132,551
Surplus/(shortfall) - Cash basis	149,417	(17,531)	(22,129)	8,038	40,966	78,625