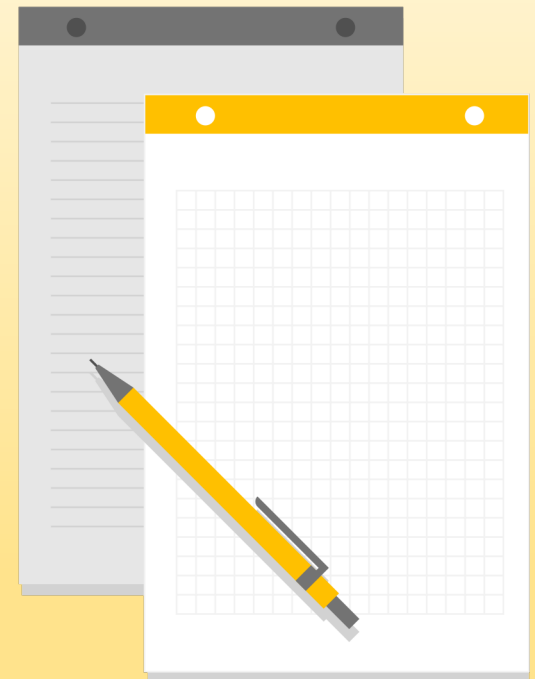


DSTC EGM 5th February 2025

Looking to the future: modernise and revitalise

Agenda

- Council update
- Voting results on Constitution and Council positions
 - **Short break 1**
- Future directions – challenges, mission, clubhouse, legal status
- Finance – projections, fees/subs
 - **Short break 2**
- Squash – 5 courts...options and implications
- Conclusions and next steps



1. Council update – where are we now?



Facilities:

Flood defences installed
LED lights for tennis installation imminent

Worked with the architects on the possibilities for building redevelopment

Plans for changing rooms reassessed and outline plans being considered, inc costs



Finances

Reviewed financial data including P&L and cash flow

Started work on unified fees / subs structure: proving challenging.



Governance

Updated the Constitution, Byelaws and Code of Conduct

Examined club legal status and benefits re unincorporated and incorporated status



Strategy

Developing the three main areas of sporting focus (Squash, Tennis + Fitness)

Analysed squash utilisation to produce a rational recommendation for the future



Marketing

Started process of club rebranding logo, including renaming, website and IT needs

2. Voting results – Constitution and Council members

a. New constitution - Council is formally asking the membership to approve the new constitution

b. Council positions

James Grindell – Tennis lead

Gill Holt – Social Lead

Vic Malysz – Marketing and Communications

Future directions

Mission, challenges, clubhouse, site options, funding (the money) and legal status

3. Future - challenges

Respond to market changes	Provide first class facilities	Improve finance and membership	Improve governance
Sports and fitness trends have changed	Appeal to new members	Increase membership and revenue	Review legal status from unincorporated to incorporated. Why?
Rise of pickleball and padel	Make best use of existing space	Restructure fees	Streamline decision-making
Indoor sports less popular	Meet latest building requirements	Rebalance demographic (largest age group 56-65)	Reduce members' liabilities
Health, fitness and wellbeing popular amongst younger generations	Secure against future flooding	Become more intergenerational Be commercially astute	Provide financial flexibility

4. Future - mission and values

Enjoy, nurture, welcome

1. Provide state-of-the-art facilities where people of all ages, abilities, and backgrounds can enjoy, learn, and excel in racket sports and fitness.

2. Promote our members' physical and mental well-being, nurture talent, foster personal growth and promote collective enjoyment, with the support of a first-class coaching / fitness team.

3. Create a social hub for families and individuals, which is welcoming, safe, and inclusive, and commit to maintaining the highest standards of governance and care for our members.

Excellence &
Growth

Community
& Family

Wellness &
Fitness

Inclusivity &
Respect

Sustainability
&
Responsibility

Safety &
Integrity

5. Future - clubhouse (members' proposals)

A. Look and feel

- Better changing rooms + saunas – STAGE 1 – priority
- Improved street view appeal from the A6
- Welcoming entrance

B. Access

- Disabled access and lift
- Accessible toilet facilities on both floors, direct ground floor access to existing gym

C. Space

- Flexible space for classes / functions / room hire
- More useable lounge and bar area – including extended balcony
- Improved meeting space, wi-fi, hot desks
- Coffee area and eating space



6. Future - legal status

Advantages of incorporation

New company would be a separate entity for legal and tax purposes

Club would be able to enter into contracts in its own name

Limits the liability of club members

Some national governing bodies of sport encourage incorporation as do our accountants

Allows us to take out a mortgage

Without incorporation, highly unlikely the club can deliver the site development it needs to meet its aspirations

All the steps to incorporation will be mapped out and approval sought from the membership prior to implementation



Finance

Projections, membership, court fees and subs

7.1 Finance – Current position 2024/25 YTD

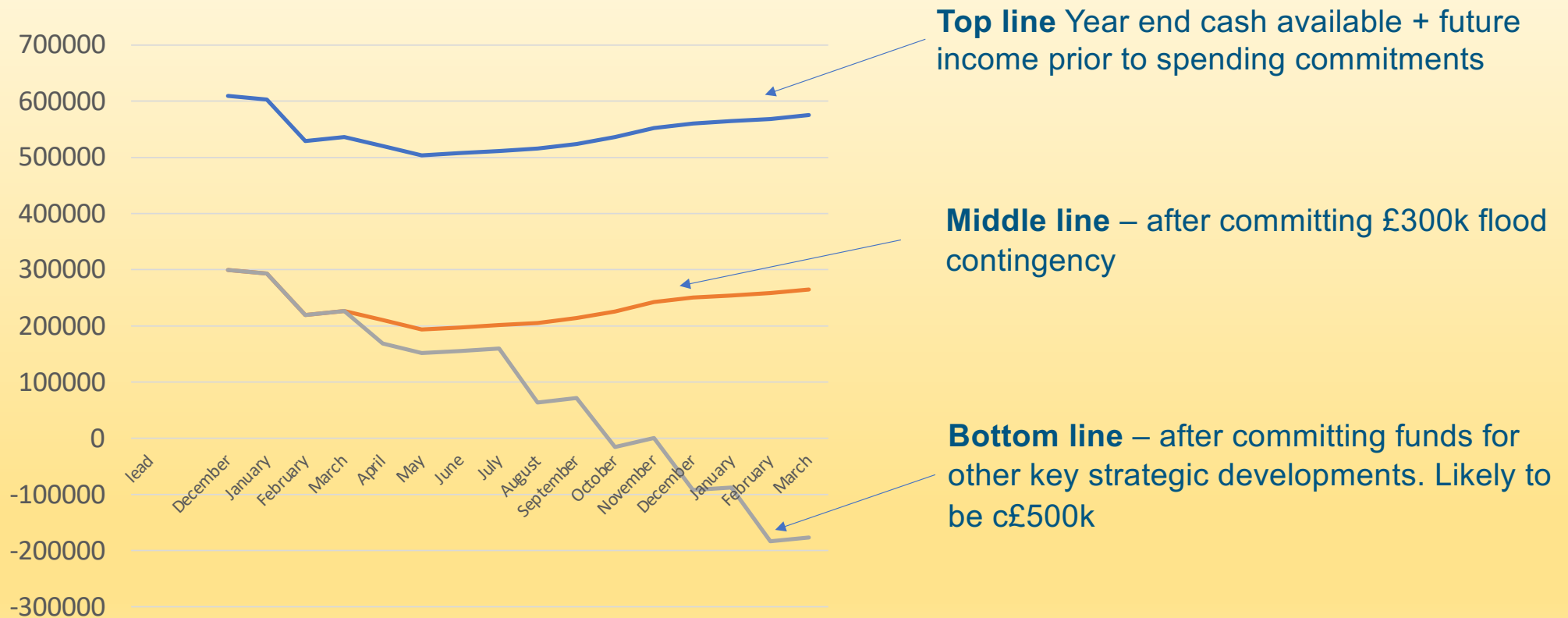
YTD P&L, Profit and cash

Income, inc Bar	£ 205,000
Total Costs	£ 141,500
Net profit / cash	£ 63,500

Current cash as of 31st January 2025

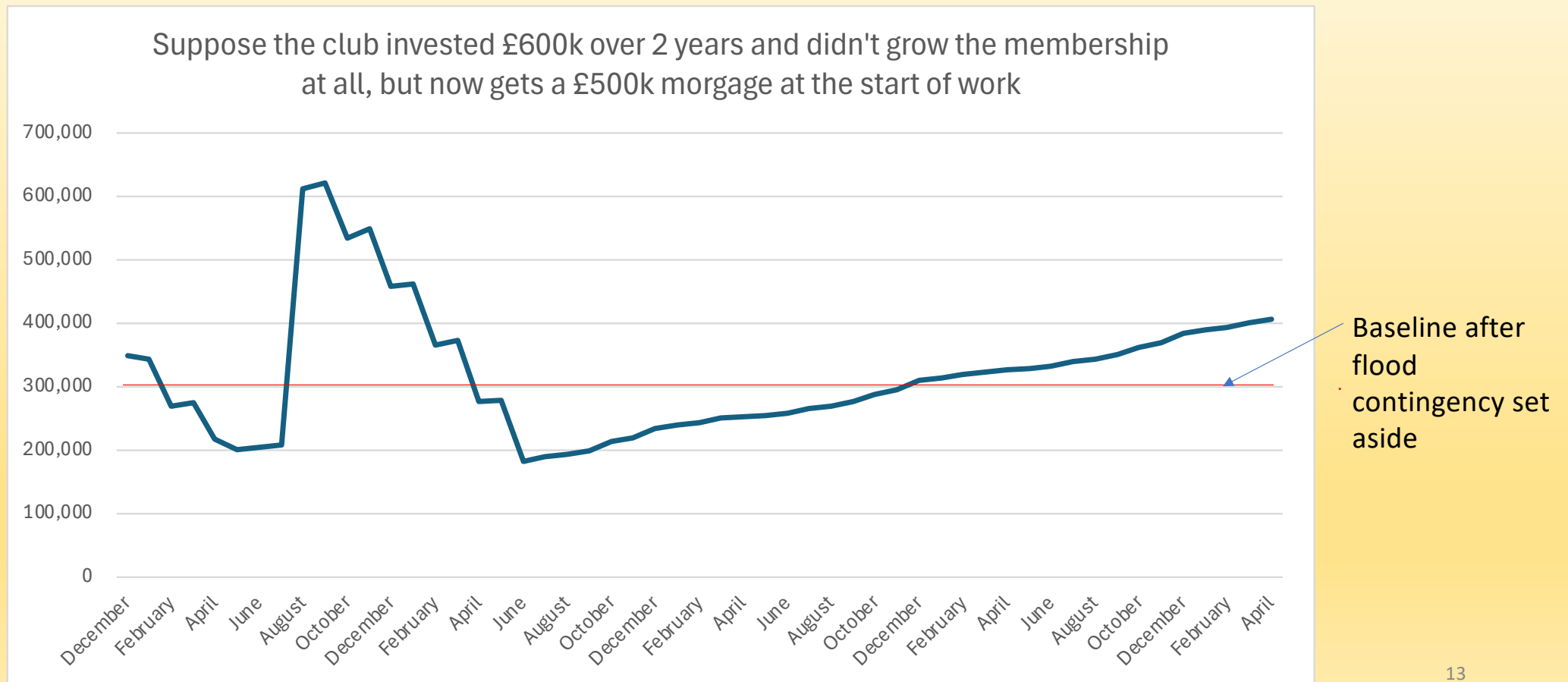
Opening cash at Bank start of the year: 1st April 2024	£ 249,206
Insurance money in	£ 720,500
Insurance expenditure out	£ (408,000)
Cash prior to comitted + YTD trading	£ 625,206
Committed	
Flood barriers	£ (14,000)
Changing rooms	£ (50,000)
Tennis flood lights - est	£ (50,000)
Pavilion	£ (8,000)
Cash available	£ 503,206

7.2 Finance – projection (without mortgage)



7.3 Finance – projection (with mortgage)

This assumes that we can take a £500k mortgage at the time of starting work



7.4 Finance - options

- **Do nothing** – remain viable for 10 years at most with a slow painful decline.....
- **Invest** in redevelopment, address challenges, grow with the benefits
- **Raise** between £250k and £500k via:
 - Subscriptions
 - Fundraising
 - Mortgage possibilities (need to become incorporated)



7.5 Finance - Subscription/fees review

A. Improve access to sports

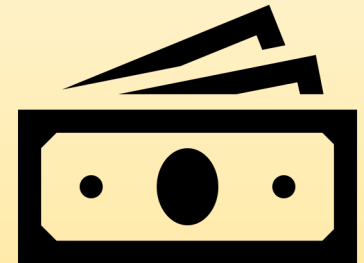
- Include a whole club membership with access to all sports
- One main sport + one other sport (for example)
- Provide some continuity for existing members

B. Reduce complexity

- Reduce membership categories from current 30 to around 8
- Make system more manageable
- Change is needed – everyone gives something, we all win together

C. Merge membership data on ClubSpark and mycourts

- Smoother process
- Easier payment
- Track tennis



Squash

- 5 courts or fewer...the options and implications for the entire club

8.1 Why the focus on squash ?

- National participation declined 44% in 7 years, Duffield 22%
- Duffield squash has fared better than other clubs, but participation has still fallen significantly
- In-depth analysis shows membership and court use no longer justify 5 courts (nor has it for the last 10 years)
- Members indicated desire for modernisation of infrastructure which means internal redevelopment
- External redevelopment (padel) also being explored....but

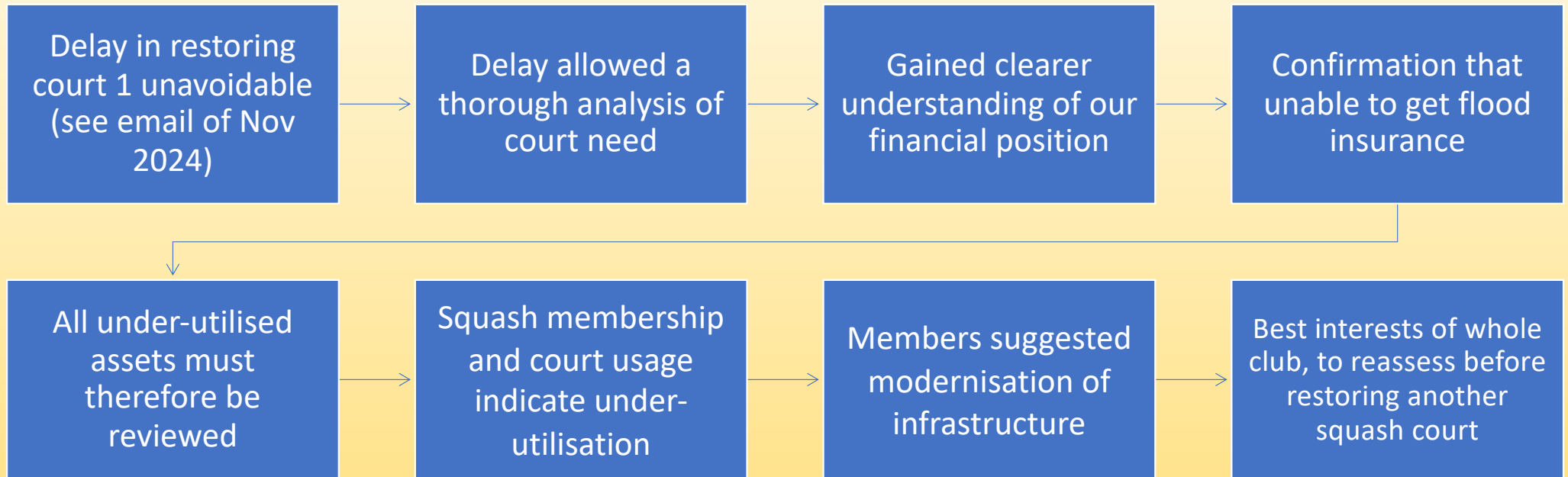
Club sport picture in England

Register membership numbers for England 2016 to 2023

	2016	2023	Change
Rugby	270000	220000	-18.5%
Football	2299000	2135500	-7.1%
Tennis	889300	861000	-3.2%
Squash & racketball	450000	250000	-44.4%
Cricket	364000	340000	-6.6%
Badminton	950000	725000	-23.7%

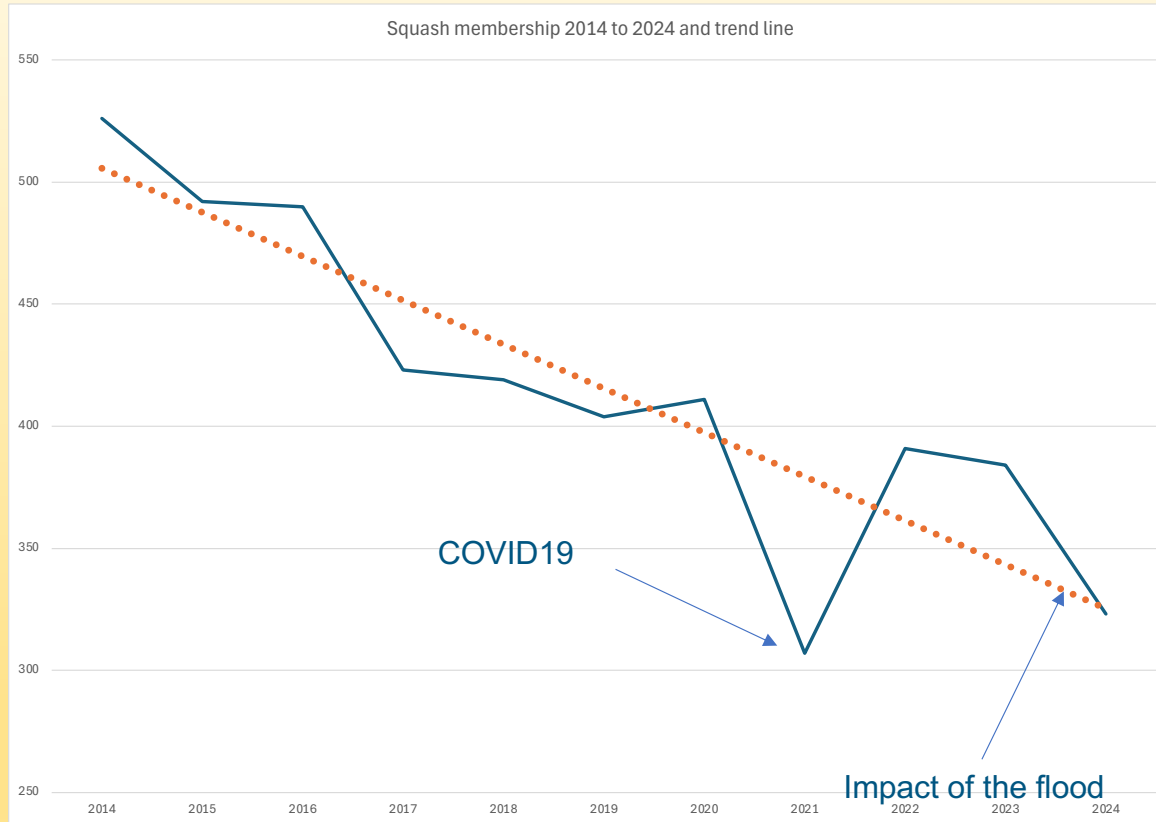
Source: Stastta

8.1 Squash: adapting to changing circumstances



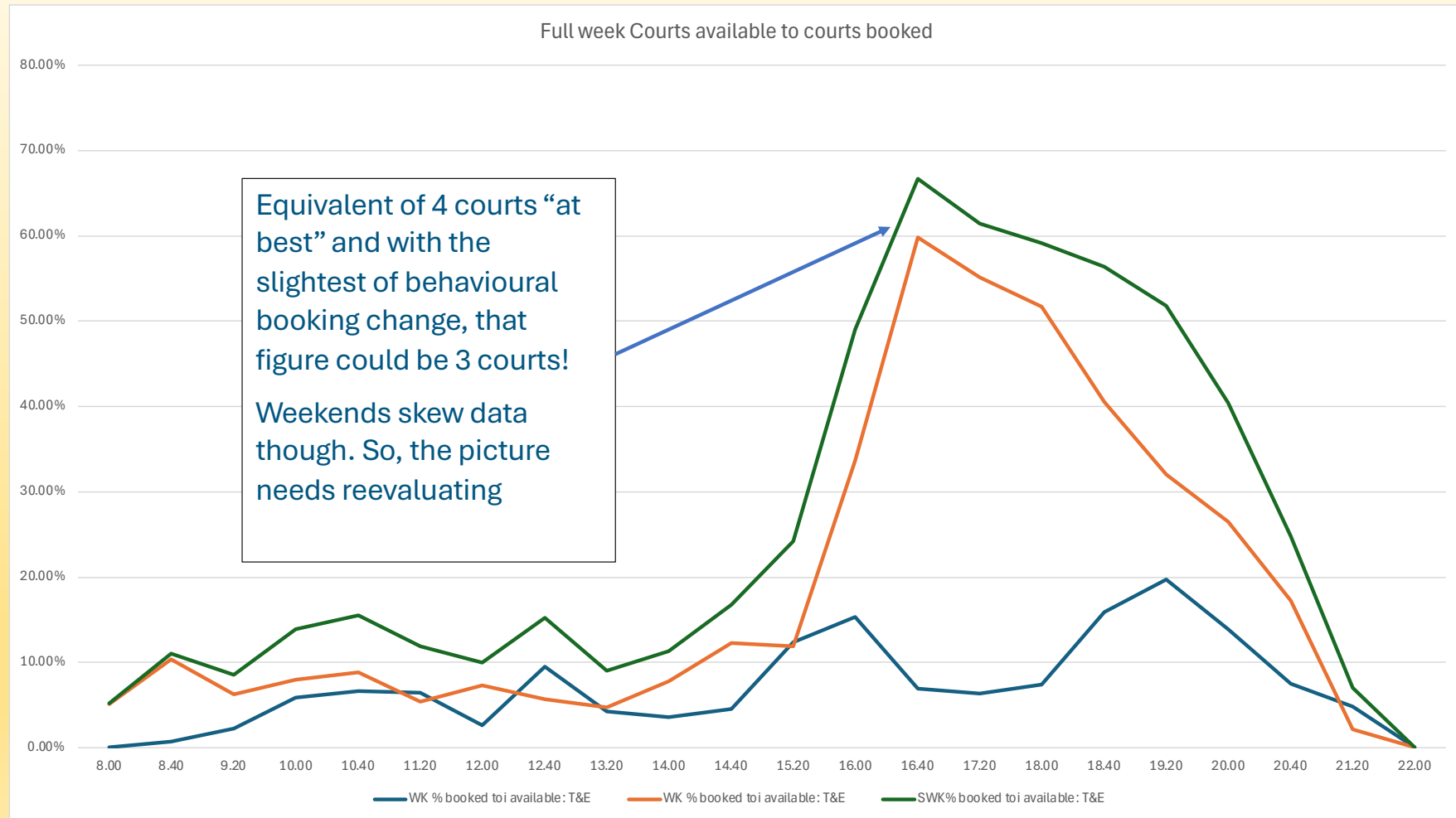
It would be financially irresponsible to spend £25k on restoring court 1 until the membership has agreed a strategy for the redevelopment of the club as a whole. The council will be open and transparent, so if court 1 needs restoring, it will be.

8.2 Squash membership 2014 - 2024

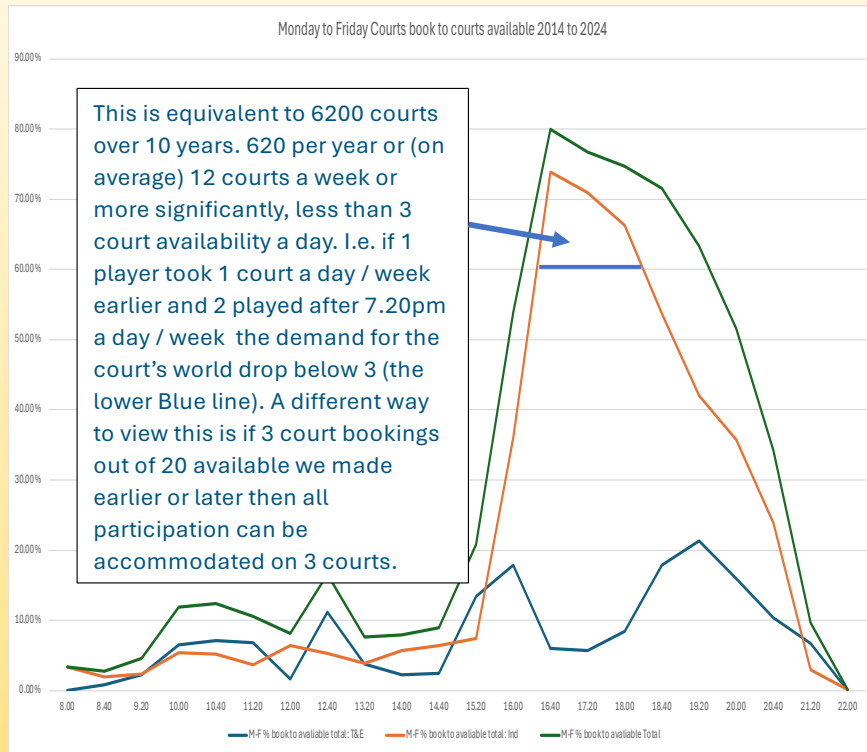


- COVID19 not wholly to blame for decline - squash was on the decline well before 2020
- Squash recovery substantially worse than other sports since 2021
- Though squash will become an Olympic sport in 2028, it is difficult to believe participation will return to the heights of 2000, 2014 or even pre- COVID19 in 2020. Other organisations agree.
- **Uncomfortable, inevitable reality that DSTC needs to face, understand and address**

8.3 Squash court use: 7 days a week



8.4 Squash court use: weekdays and weekends



For teams + events - the average need for courts never gets above 2 courts (40%). Peak demand between 4.20pm and 6.00pm for individual members when just over 3 courts needed for the (less than) two-hour block.



The average need for courts in a weekend never exceeds 2 (40%) for the last 10 years at any one time slot, bearing in mind there are 5 courts available.

8.5 Squash court bookings post-COVID pre-flood

Average bookings

- Jan 2023 to Oct 24 - 687 per month
- Post the flood - 548/month
- Jan 2024 to Oct 2024 – fall of 32% (780 sessions a month to 530)

With only 4 courts available, the usage rate should have increased, but this has not been the case, reinforcing the statement of not needing a 5th court

Peak hours court use

- January 2023 - 59%: 3 courts needed
- Jan 2025 - 40%: still 3 courts needed

Off-peak hours court use

- January 2023 - 25%: 2 courts needed
- Jan 2025 - sub 20% or 1 court

9. Conclusions and next steps



Council considers that given current and projected squash numbers, **we need 4 courts maximum** (even if membership were to increase by 200 back to 2014 levels)



Council proposes to **bring forward plans, within 3 months** on “options” for the redevelopment of the clubhouse



Council considers ‘**incorporated status**’ **will also likely be best option** going forward



Council will **consult with the membership** on plans, costs, when work will be done and by whom. Your inputs are vital and necessary



Depending on progress, another **EGM may be called later in the year**, or the council will wait until the formal AGM (late September 2025) to ratify work and gain membership agreement

**Thank you for your time.
Any further questions?**

