



# DSTC Members' Briefing



1. DSTC Vision and attributes of a successful club
2. DSTC is undergoing big changes and challenges with three interrelated activities
3. All three primary sporting activities plus Bar and Social require a development plan
4. Flood recovery provides an opportunity to develop and meet the club vision and ensure its continued success for the next generation?
5. Your elected Council and sub-committees will work with the membership to improve and deliver a viable thriving club for the current and next generation

**The club needs time to bring these elements together  
This requires trust and patience from all the membership**



# Vision and Council Objectives (mandate from EGM elections )

## Duffield Squash and Tennis Club will....

- Be a welcoming, friendly community club providing Squash, Tennis, Racketball and associated fitness activities.
- Provide first class facilities and coaching, encouraging participation at all levels
- Be run professionally and efficiently to remain viable and competitive with other clubs.
- Be constantly looking to the future to:
  - retain and attract members and volunteers
  - embrace further developments in our sports and fitness activities
  - make more and better use of our facilities

**Remember - Committees and Council are staffed by volunteers  
They are unpaid and still pay membership subs like everyone else.....**



A successful sports club must also ensure:

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Good level of community engagement

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Optimal use of facilities

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Good gender balance

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Balanced age distribution

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Mobility access

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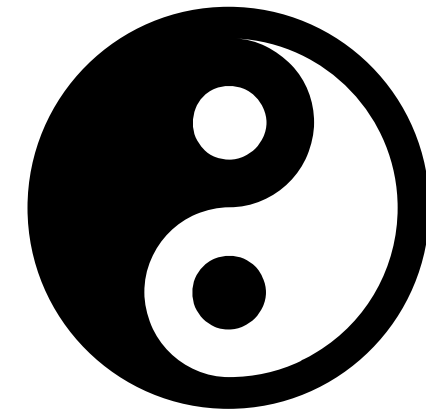
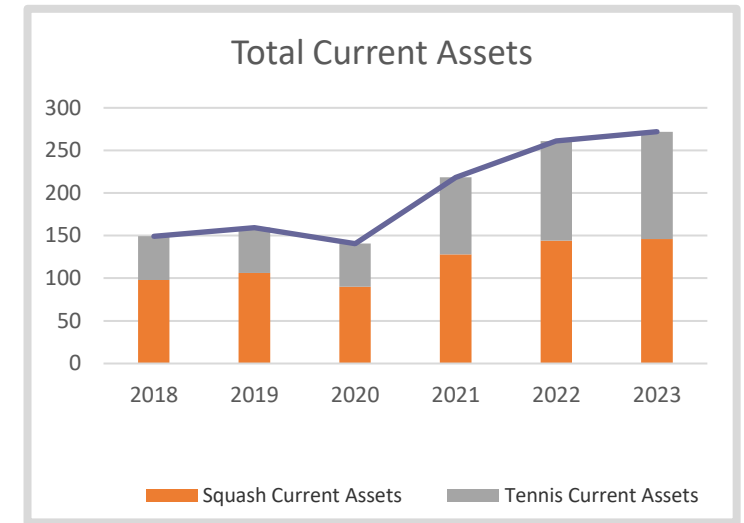
Value Pricing

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Responsiveness to member needs

# Unification - history

- Tennis and Squash clubs had similar levels of assets
- Both clubs had good operational control covering costs.
- Squash has made a loss of £17.8k in the last full year and an average equivalent loss of £16k per year over the last 4 years\*
- Tennis made a profit of £13.5k in the last full year and an average profit of £15.2k over the last 4 years\*
- The overall membership of both clubs was similar
- The revenues of both clubs were similar Tennis, Squash ~£70K both larger than Gym £14-15k
- The bar was accounted for separately with a revenue of circa £64K
- Most of the running costs of the clubs are shared
- Both clubs are highly interdependent.
- **It's a merger of equals**

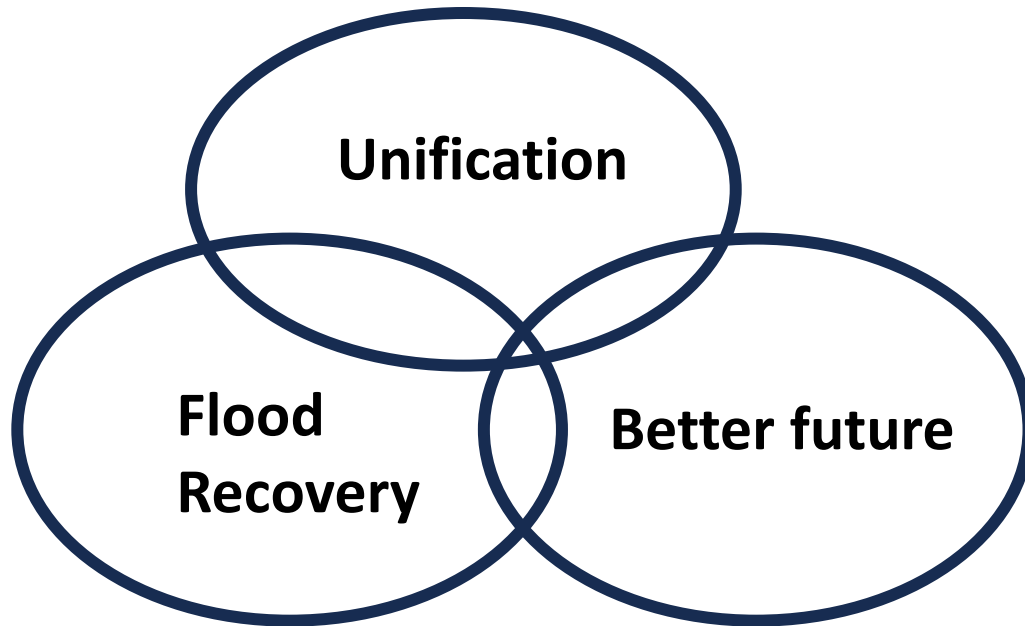


**The Future? No poor relation**

\* excluding exceptional gifts and grants



# Managing change at DSTC: Three inter-related activities



## Unification

Requires work as council and sub-committees learn to work together

## Flood Recovery

Amazing progress vs expectation  
Complex and we've still much to do

## Better Future

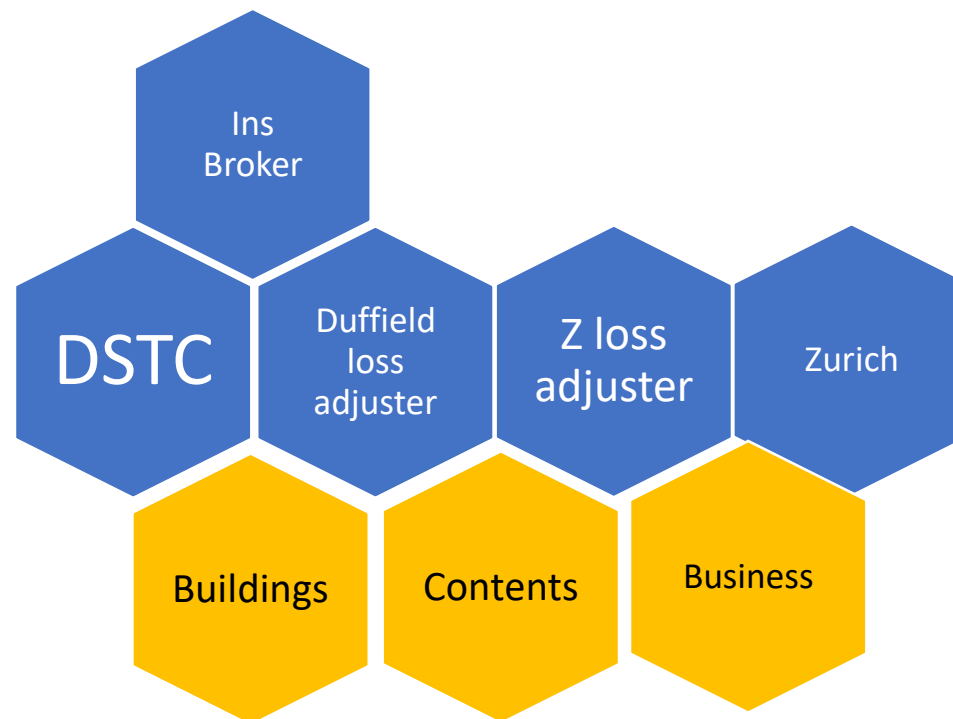
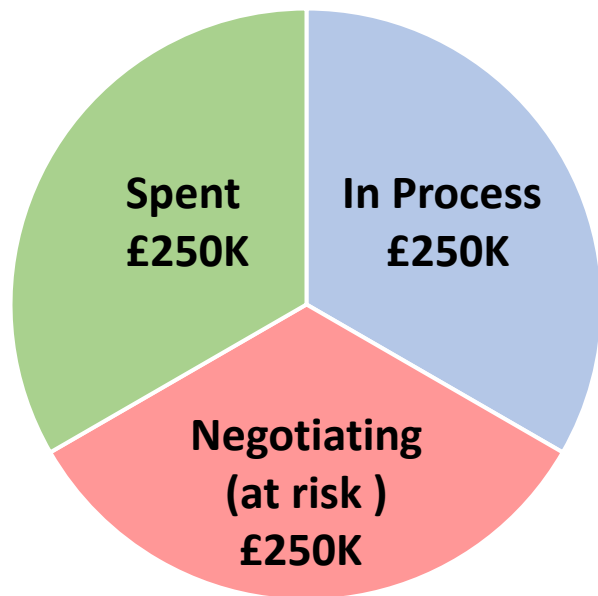
A unique opportunity to shape a better club serving current and next generation.

**This requires member support, trust and patience**



# Flood Recovery - Insurance

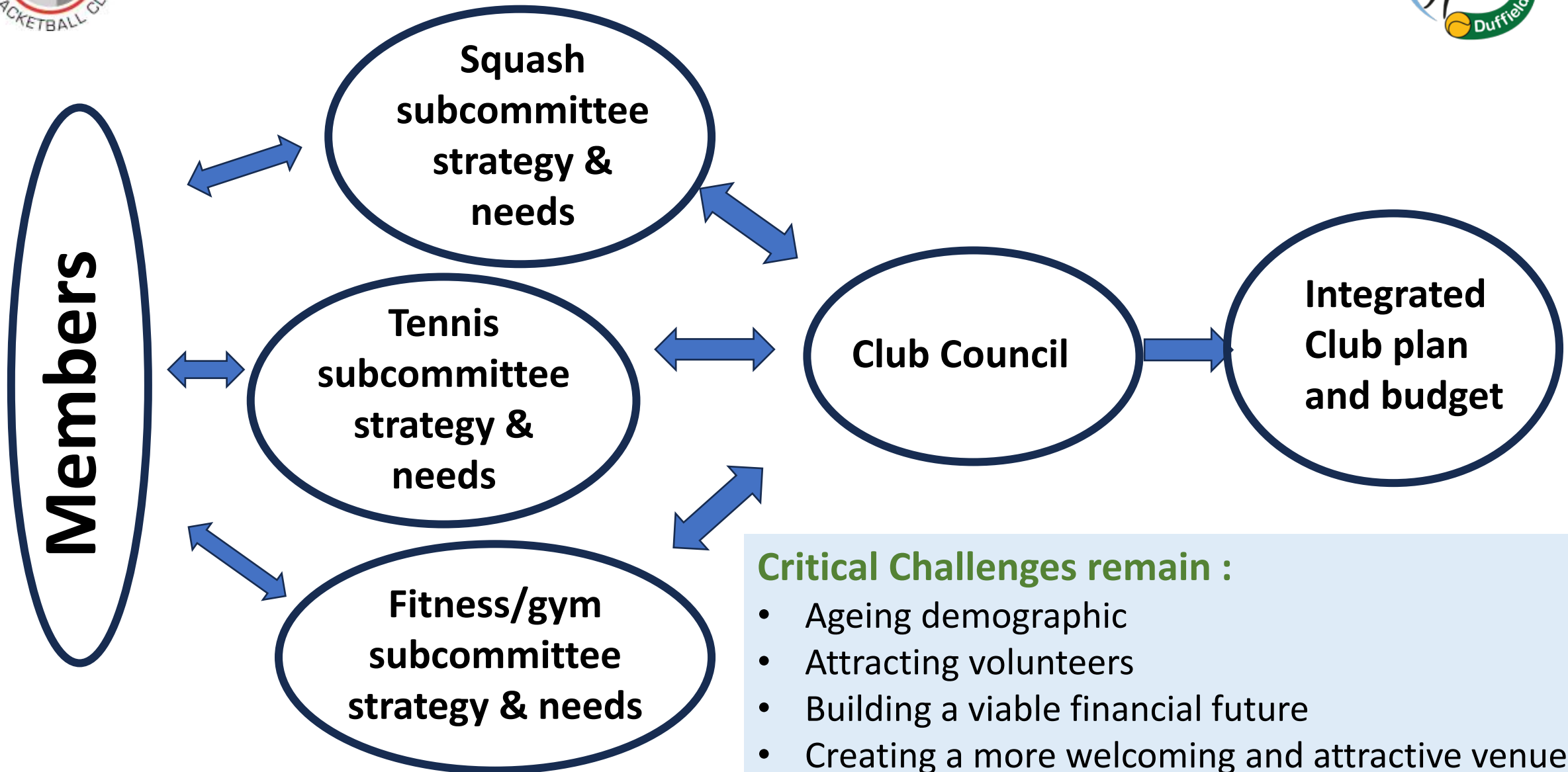
Complex, Detailed Negotiating Process  
Requires Diligence, Tenacity and Expertise



Hundred of items to be discussed and negotiated across each class of insurance to arrive at agreement with all the players in the chain.

**Different parts are approved at different speeds.**

# Better Future - Club Development



## Critical Challenges remain :

- Ageing demographic
- Attracting volunteers
- Building a viable financial future
- Creating a more welcoming and attractive venue



# Club Consultation – we asked what you wanted

## 124 MEMBERS ASKED US TO CONSIDER:

- A more attractive, welcoming club entrance
- Padel courts
- A bigger and better gym and fitness facility
- Restore the Sauna
- Disabled access and with a lift
- A creche
- LED floodlights
- A modern lounge serving coffee during the day
- More car parking and Cycle parking

**Each of these items has been explored and their viability considered**





# Tennis future



## Current Situation

- Strong membership and record participation
- Good coaching team and strong committee
- No indoor playing facility option
- Clear plan and objectives
- Profitable with strong cash balance
- Diversifying offer with Pickle Ball

## Challenges

- Retaining and growing membership which is ageing.
- Creating an attractive environment for younger and family members
- Optimising court utilization
- Grow in line with national trends



# Squash future



## Current Situation

- Good cost management and cash balance
- Membership boost from other local clubs which have closed now ending
- Declining and ageing Membership (-30% in since 2016)
- Market for squash has shrunk to <10% of active players vs 1980s boom

## Challenges

- Improve demographic / attract younger players
- Reverse direction for membership and finance
- Strengthen coaching offer
- Develop broader offering
- Growth Plan to return to profitable position
- Volunteers to develop and deliver growth



# Gym and Fitness future



## Current Situation

- Small well-equipped gym with established team including PT and Physio
- Poor position of and access to the gym for users
- Limited fitness classes on squash courts – sub-optimal
- Steady recovery post-covid – but now need to rebuild again post-flood
- Strong growth of gym and fitness market meeting our current membership & demographic gaps

## Challenges

- Limited scope for development due to size and positioning
- Space constraint on membership expansion
- Creating an attractive social environment for fitness classes and relaxation
- Creating a facility and an offering to meet today's opportunity



# Venue/Bar/Social future



## Current Situation

- Functional bar and lounge with upgraded furniture but requiring modernisation
- Uninviting / invisible façade with locked entry to the community
- No disabled access
- Layout (staircase position) inhibits types of and numbers for events
- Good recovery of social events post-covid and flood – more and better
- Low utilization during the day and weekends – no revenue stream

## Challenges

- Better and increased use of facility to create stronger revenue stream
- Improve uninviting entry /visibility from high street
- Refurbish and modernise and improve layout of lounge
- Make DSTC a place to socialise during the day and at weekends



# Summary



- ❖ DSTC is undergoing changes and challenges with three interrelated activities
- ❖ All three primary sporting activities plus Bar and Social require a development plan
- ❖ Flood recovery provides the opportunity to develop and meet the club vision and ensure its continued success for the next generation
- ❖ Your elected Council and sub-committees will work with the membership to improve and deliver a viable thriving club for the current and next generation

**Our Club needs time and patience to evolve**



# EGM Context



## **An EGM has been called by club members**

**Following due consideration and applying the tests of reasonableness, feasibility, practicality, the Council proposes an amended course of action while aiming to respect the request of signatory members with the following motions**

*1. the request to reinstate the 5th court should be undertaken subject to the positive results of a dedicated cross-club Strategic Group (separate from the Council) reporting on the club's financial position and viable growth of all sections, noting that reinstatement of the 4th court should be at or near completion.*

*2. the request to immediately refurbish the ladies' changing room is rejected on the following grounds :*

*i. refurbishment will take place, but awaits authority from insurers. The motion as requested would not speed up the process and is impossible without insurers' "sign off".*

*ii. comparison with the men's changing room cannot be made as this still awaits stripping out before refurbishment.*

### **Should the above motions not be upheld the following motions will be heard**

- Squash Courts 1 and 2 should immediately be fully restored to normal playing use.*
- The women's changing facilities should be restored to exactly the same standards as the men's, including a minimum of 2 power showers, plastered walls and other such basic requirements to allow paying women members to achieve equality with paying men members and encourage new women members to join the club.*

**This meeting will be held on 4 June in the clubhouse at 7.30 P.M.**