



## **WLTC AGM**

### **Thursday 26th Feb 2026**

#### **Pre AGM-Administration**

The following documents were sent to the members for consideration prior to the AGM:

- 2025 AGM Minutes
- Company Accounts
- WLTC 2025 club review and development plans for 2026
- Survey

Members were notified that the AGM would be a Q & A session enabling all members to ask questions either on the night or by submission prior to the meeting.

#### **Minutes of 2026 AGM**

##### **Welcome**

The AGM was hosted by Mark Player, the Club Chairman, with the Committee in attendance. Mark reminded members that the Committee was made up of members who volunteered their time for the management of club affairs.

##### **Agenda for AGM 2026**

- Approval of 2025 Minutes
- Financial review
- Club Review, Highlights & Awards
- Grounds & Maintenance
- Survey Results
- Future Club development
- Questions and Answers
- Election of Committee

##### **Approval of AGM 2025 Minutes**

The Minutes of the 2025 AGM were approved by the WLTC committee and members

## Club Finances - David Stephens

### Profit and Loss

		Thousands £		
		24/2025		23/2024
		Actual	Budget	Actual
Income	- Court Hire	249	250	259
	- Active Tennis	66	74	53
		56	54	53
External	- Physio & Shop Rental	25	25	21
	- Mast	8	8	8
	- Other - Car Parking, events, interest	31	26	27
Bar	- Net Margin	21	25	26
<b>TOTAL INCOME</b>		<b>456</b>	<b>462</b>	<b>470</b>
Admin	- Salary	126	130	124
	- Office, credit card, accounting	38	46	44
Maintenance	- Courts	48	53	33
	- General	71	69	78
	- Utilities	36	52	52
	- Projects	27	25	53
<b>TOTAL OVERHEADS</b>		<b>346</b>	<b>375</b>	<b>384</b>
SURPLUS BEFORE DEPRECIATION		110	87	86
Depreciation		95	93	92
<b>NET SURPLUS/ DEFICIT</b>		<b>15</b>	<b>-6</b>	<b>-6</b>

**Income:** £456k, slightly below budget. Lower indoor court hire (£8k) and bar margins (£4k) were offset by stronger event and interest income.

**Expenditure:** £29k under budget, aided by £16k savings in net utility costs due to EV charging recharges.

#### Projects:

- Solar inverter (£8k)
- Alarm panel relocation (£9k)
- Disabled toilet refurbishment (£4k)
- Indoor curtains (£25k) approved, installation deferred to 2025/26

**Surplus:** £110k before depreciation; £15k after.

### Balance Sheet

	Thousands £	
	31/10/2025	31/10/2024
Fixed Assets	954	965
Debtors & Prepayments	23	18
Cash	481	418
Stock	4	5
Creditors	-42	-6
Accruals	-74	-61
LTA Loan	-13	-20
<b>Net Assets</b>	<b>1333</b>	<b>1319</b>
Reserves P&L	1174	1125
Sinking Fund	159	194
<b>Total Reserves</b>	<b>1333</b>	<b>1319</b>

## Cash Flow

	Thousand £	
	Outgoing	Income
Oct 2024 - Cash		431.0
Profit before depreciation	110.0	
Capex - clay courts	-70.0	
Loan repayment	-7.0	
Working capital movement & other capex	17.0	
Total inflow		50.0
<b>Oct 2025 - Cash</b>		<b>481.0</b>

**Cash:** Increased from £431k to £481k, though effectively flat after post-year-end court refurbishment (£35k) and curtain costs.

**Court Works:** Courts 7–9 refurbished for £70k, below estimate due to negotiated reduction.

**Conclusion:** The club remains in a strong financial position with a healthy buffer for future investment and maintenance.

### Club Overview - Beci Lee

Beci reported that the club has continued to make steady improvements this year, including the resurfacing of the clay courts, a full indoor court clean, refurbishments to the disabled toilet and both changing rooms. New fencing and gates on to courts 8, 10 and 11 have been installed with steps down to court 8 to follow shortly.

The renewal of the indoor court curtains will begin on Monday 23rd March, along with new outdoor dividing nets.

### Competitive & Social play - Beci Lee

WLTC continues to offer a strong mix of competitive and social tennis across all age groups. The club fields 5 ladies' teams, 6 men's teams and 3 mixed teams across multiple Berkshire League divisions, alongside a wide range of junior teams across different age and gender categories. We've also had teams representing Windsor at national level in both the men's and women's competitions.

Alongside inter-club fixtures, WLTC runs a full calendar of tournaments and competitions throughout the year, giving members plenty of opportunities to play, compete and get involved. This activity will continue through 2026.

### Active Tennis and Coaching - Andy Mustill

WLTC continues to run a busy coaching programme delivered by the Active Tennis team — Andy, Stu, Richard, Max, Matt, Luke, Milan and Anahita. Anahita Forbes joined in September 2025 and has already made a strong contribution, particularly with our U8 players.

Cardio Tennis remains very popular, and both Tuesday Club Night and Sunday Social continue to offer well-attended, inclusive playing opportunities.

The standard of tennis continues to rise, and the Club congratulates the 2025 Players of the Year on their achievements.

### **Player Awards**

Annual club awards recognised the following team players

<b>Girls</b>	Arabella Mustill
<b>Boys</b>	Sebastian Bruggraber
<b>Ladies</b>	Sian Thurner
<b>Men's</b>	Maxwell Clarke
<b>Mixed</b>	Vrinder Atwal

Volunteer of the Year was awarded to Grainne Leyton-Smith, Grainne has recently stepped down after playing an active role as team Captain, and Captain to the WLTC ladies teams,

### **Grounds and Maintenance - Andy Mustill**

Andy provided an update on general maintenance across the Club. Members raised several questions during the discussion

**Question:** Will courts need to close during curtain installation w/c 23 March?

**Response:** Two courts will be closed at any one time while the work is carried out.

**Question:** What surface will replace the Poraflex courts at the end of their lifespan at the end of the year?

**Response:** Options will be reviewed ahead of installation, and member approval will be sought.

**Question:** Court 11 continues to puddle, should we invest in a new surface?

**Response:** The court was expensive to install. A new machine that can clear water quickly is being assessed for suitability.

**Question:** Can the exterior wall of the indoor courts (courts 4 – 6) be repainted to improve ball visibility?

**Response:** This will be reviewed at a committee meeting.

**Question:** Why does the fence at the back of Court 10 keep breaking and take so long to repair?

**Response:** Beci explained that fencing repairs are difficult to source, as contractors generally prioritise installing new fencing rather than repairing existing structures, which leads to delays.

**Question:** Is the club doing anything to bring new members in and maintain the high standard of play?

**Response:** Under CASC regulations, the Club cannot select members based on playing ability. The waiting list must be followed in order, and targeting higher-level players is not permitted. Exiting CASC would carry significant financial implications.

**Question:** How many people are currently on the waiting list?

**Response:** Around 150. Beci regularly checks interest, with the aim of reducing waiting time to around six months.

## **Club Social Activity - Ian Fletcher**

Ian presented the findings from the recent member survey relating to social activity. A copy of the survey is included in the appendix. Members raised a small number of questions during the discussion.

**Question:** Could the Summer Social be moved to earlier in June to allow more people to attend?

**Response:** Ajey Kaushal noted the difficulty of finding a date that suits everyone. Ian Fletcher advised no Summer Party is planned due to low attendance. Mark Player added that many recent events have not been financially viable, he encouraged members to use the club to organise their own events.

**Question:** Could the club host a watch party?

**Response:** The Sky subscription has been cancelled due to the cost rising from £35 to £550 per month.

## **Member survey results – Stephanie Fernandez**

Stephanie Fernandez provided the results of the member survey (excluding social aspects). A copy of the survey is available in the appendix. Questions asked by the members:

**Question:** Could members see more membership data points?

**Response:** Yes, the committee reviews these regularly and can share more information.

**Question:** What is the WLTC committee objective for WLTC

**Response:** The constitution sets out the objective for the Club;

- to provide facilities for playing lawn tennis;
- to provide its members with the opportunity to play competitive tennis;
- to maintain the club facility, including indoor courts, for the benefit of its members; and
- to facilitate social activities for its members

**Question:** What is the Club doing in the community.

**Response:** We are pleased to confirm that disability coaching starts after Easter. We also operate several annual tournaments to support various charities, including MacMillan, Thames Hospice, Waves for Wishes.

**Question:** Could the club run quarterly member surveys?

**Response:** Mark reminded members that issues can be raised at any time. The idea of quarterly surveys will be discussed at the next committee meeting.

## **Club Plans - Mark Player**

The committee noted that current development priorities include the rear car park and the landscaping of the land adjacent to Courts 4 and 7.

Mark Player invited members to propose additional ideas for future development. The following suggestions were raised for committee consideration:

- **Tennis wall** — The committee will review this at the next meeting.

- **Additional covered courts** — A canopy and bubble have been explored previously but were not financially viable and would face planning challenges. A new single-skin bubble now on the market may offer a more affordable option, and the committee will investigate further.
- **Padel court** — The project would require significant volunteer time, has no available LTA funding, and would replace an existing tennis court. Members voted against proceeding.
- **Additional tennis court on the car park** — The idea was noted for discussion at the next meeting, with the reminder that a decision is still pending regarding the use of the land at the rear of the premises.

## **General Q&A Session - All**

The following questions were fielded before the AGM and on the night were addressed

**Question:** Members asked whether drivers parked facing courts 4–9 could switch off their headlights, as they can be distracting.

**Response:** Since the impact varies by court, players affected at the time should politely ask the driver to turn their lights off. Members are trusted to handle this courteously.

**Question:** Could the rear land be hard-surfaced or tarmacked soon to make it more usable?

**Response:** The committee explained that a clear plan for the space is needed before committing to work. Tarmacking has been costed at around £80,000 and could support parking or charging points, but the intended use must be agreed first.

**Question:** Can we have an update on the EV charging operator and whether alternatives are being considered?

**Response:** The committee is gathering quotes from alternative providers and will review options once received.

**Question:** It was requested that guest fees be charged per court rather than per guest, and that members be allowed six guest court bookings per year instead of a limit of six individual guests. The latter may enable a member to bring up to 18 guests per year bringing in more money to the club.

**Response:** The committee supports retaining the current per-guest fee structure. With a long waiting list, protecting court access for members remains the priority, and increasing guest allowances would place additional pressure on availability. The committee will, however, consider whether increased guest access could be offered during off-peak times.

**Question:** Would the club consider a Black Friday promotion allowing members to buy future indoor court usage at discounted prices?

**Response:** Indoor court demand is currently very high, so discounted credit packages are not considered necessary.

**Question:** Should we offer a new category of guest memberships to fill the empty courts

**Response:** The committee to review the opportunity and see explore any opportunities.

**Question:** Should we explore limiting how many times a week members can play at peak.

**Response:** This was dismissed as it was felt that club members should be able to play as often as they wanted.

**Question:** Could WhatsApp groups be introduced as a means to communicate updates.

**Response:** Beci Lee to look at how to facilitate this.

### **Committee Elections**

No new nominations were received. The members thanked the committee for their commitment and hard work - The Committee were re-elected for 2026.

Director - Mark Player

Director & Club Treasurer - David Stephens

Club Secretary – Sandra Parkinson

Committee Member - Bikram Chopra

Committee Member – Ajey Kaushal

Committee Member – Ian Fletcher

Committee Member- Stephanie Fernandez

Committee Member - Andy Mustill (Head Coach)

Committee Member – Beci Lee (Club Manager)

**Close**

# APPENDIX

## Survey Key Finding

### Executive Summary

#### 1 Response Overview

- **Total responses:** 174
- Strong engagement across multiple age categories

Age Category	Responses
56+	93
36-55	64
18-35	11
Under 18	6

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#### 2 Key Findings

##### ◆ Bar Levy

Responses show 73% against the idea. This would need serious consideration should an introduction to a bar levy be implemented.

##### ◆ Indoor Court Booking Limits

Clear engagement on this issue, indicating that **court access — particularly in winter — is important to members**. This is a key operational pressure point.

##### ◆ AGM Abolition

Members are divided. While participation is low, there is not unanimous support for removing AGMs. Governance transparency remains important to some members.

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#### 3 Open Comment Themes (Most Common Topics)

The strongest recurring themes were:

1. Court availability & booking system
2. Bar usage & social events
3. Coaching and junior development
4. Facilities & maintenance
5. Communication & committee transparency

This suggests members are most concerned with:

- Access to playing time
- Social engagement
- Long-term club development
- Clear communication

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## Strategic Insights

-  Court pressure is the most operationally sensitive issue
-  Bar usage is low but opinions differ on financial incentives
-  Members want more engagement, but not necessarily more formal governance
-  Communication improvements could increase participation in events and decision-making

## **More in-depth analysis of the data:**

### **1. Court Availability & Booking**

#### Key Issues Raised

- Difficulty booking peak-time courts, particularly winter evenings.
- Coaching block bookings limiting member access.
- Teams occasionally not releasing unused indoor courts.
- Desire to book more than 8 days in advance.
- Court 11 drainage concerns.
- Nets torn on Courts 4 and 7.
- Indoor courts and curtains in need of refresh.
- Clay and leaves left on courts.
- Requests for cheaper indoor rates (6–8am).
- Greater transparency in team bookings on GotCourts.

#### Observation

There appears to be a peak vs off-peak imbalance rather than a total shortage of courts. Some members report “dreadful” availability, while others note empty courts during off-peak times.

#### Possible Areas for Review

- Off-peak pricing incentives.
- Off-peak guest passes.
- Stronger accountability for unused team bookings.
- Publishing last-minute availability.
- Annual utilisation review (including Court 11 playability data).
- Light-touch groundskeeping improvements.

### **2. Membership & Waiting List**

### Recurring Themes

- Waiting list perceived as too long.
- Suggestion to review inactive members (e.g. no play in 18 months).
- Convert inactive members to social membership.
- Consider tiered memberships:
- Student holiday membership.
- Coaching-only membership.
- Competitive fast-track for high-level players.
- Desire to attract more 20–45 year olds.
- Concern membership is skewing older.

### Strategic Tension

#### Balancing:

- Community club ethos
- CASC status constraints
- Competitive team strength
- Fairness to waiting list applicants

This is a strategic issue rather than operational.

## **3. Guest Policy**

### Mixed Views

- Increase guest allowance, particularly off-peak.
- Reduce guest allowance.
- Clarify counting rules (multiple guests on one court).
- Allow purchasable off-peak guest passes.

Clearer communication and structured off-peak flexibility may help resolve conflicting opinions.

## **4. Inclusivity & Culture**

### Concerns Raised

- Some sessions perceived as cliquy.
- Ladies' team culture described by some as political.

- Sunday sessions not always welcoming.
- Younger members not fully integrated.
- Children under 14 supervision policy questioned.
- Preference for informal social events over formal dinners.

#### Strong Positive Feedback

- Manager and staff widely praised.
- Coaches praised.
- Club described as friendly, professional and welcoming overall.

The culture is strong, but small pockets of perceived exclusivity affect perception disproportionately.

#### **5. Practice Wall**

A long-standing and frequently repeated request:

- Permanent practice wall.
- Net-cord line painted on brick wall as interim option.
- Alternative to costly lessons.
- Warm-up facility before matches.

This appears symbolic as well as practical, with members feeling unheard on the issue.

#### **6. Bar & Social Space**

##### Positive Feedback

- Bar considered a major asset.
- Social events appreciated.
- Quiz nights popular.
- Interest in screenings of tennis and football.
- Staff widely praised.

##### Suggestions

- More informal, lower-cost events.
- Less formal Christmas party format.
- Enhance décor (plants, art, soft furnishings).
- Members pricing distinct from non-members.

- Limit non-member use of lounge during peak times.

Members see strong potential for the bar as a social hub.

## **7. Facilities & Maintenance**

Suggestions include:

- Lockers.
- Gym.
- Table tennis / babyfoot.
- Pickleball.
- Outdoor toilets / water fountain.
- Lower gate on Court 11.
- Improve shower drainage in ladies' changing room.
- Improve clock visibility.
- Refresh indoor curtains.
- Improve routine court maintenance.

These are generally incremental improvements rather than transformational projects.

## **8. Governance & Communication**

- Strong support for retaining the AGM.
- Concern about patronising mass emails.
- Request for opt-in WhatsApp event communication.
- Questions about financial reserves and bar sustainability.
- Interest in community outreach.

Members want transparency, dialogue and inclusion.

## **9. Competitive Tennis Strategy**

Clear divide in views:

Some members feel:

- Too much focus on team tennis.
- Teams monopolise courts.
- Team culture can feel exclusive.

Others want:

- Stronger recruitment of high-level players.
- More competitive weekend tournaments.
- More adult match-play groups.
- Reduced barriers for competitive players joining.

This highlights an identity question:

Community-focused club, competitive flagship club, or clearly defined hybrid?

## **10. Overall Sentiment**

Despite the volume of suggestions, overall tone is extremely positive:

- “Fantastic club.”
- “Incredibly lucky.”
- “Professionally run.”
- “Proud to be a member.”

The club is widely viewed as financially stable, modern, and well managed. Most feedback concerns refinement and evolution rather than dissatisfaction.

### **Key Strategic Focus Areas Emerging**

1. Court access optimisation (peak vs off-peak).
2. Waiting list and membership structure review.
3. Inclusivity and culture enhancement.
4. Clear decision on practice wall.
5. Clarify competitive identity and team governance.

## **WLTC Manager's Report of findings:**

This year's member survey generated an excellent response, with 174 members sharing their views. The strength of engagement demonstrates that members care deeply about the direction and future of the club.

The responses show a healthy cross-section of age groups, with particularly strong participation from our 36–55 and 56+ members, alongside valuable input from younger players.

### **Court Access and Fairness**

The most prominent operational theme remains indoor court access during winter months. Members are clearly sensitive to fairness in bookings. While opinion is divided on whether strict limits should be introduced, there is a noticeable trend: older members tend to favour structured limits to prevent perceived overuse, whereas younger members prefer greater flexibility.

This suggests the issue is less about restriction and more about perceived fairness and transparency. Any future changes will need to balance accessibility with maintaining high court utilisation.

### **The Mustill Bar and Social Life**

Feedback indicates that while members value the social side of the club, there is no strong appetite for introducing a bar levy to drive usage. Members appear to favour organic growth in social engagement rather than financial compulsion. The opportunity here may lie in programming and events rather than pricing mechanisms.

### **Governance and AGMs**

Opinion is evenly divided on whether to abolish AGMs in favour of email-based governance. Older members lean toward retaining traditional meetings, valuing transparency and accountability. Younger members appear more comfortable with digital engagement.

This suggests that governance changes should prioritise maintaining trust and clarity, regardless of format.

### **Facilities and Development**

Members have broadly recognised and appreciated recent developments to the club's infrastructure. However, comments also show that continued investment in maintenance, communication, and junior development remains important to sustaining long-term growth.

### **Overall Reflection**

The survey reveals a club that is:

- Engaged
- Passionate about fairness and access
- Protective of governance standards
- Interested in social growth
- Committed to long-term development

There is no overwhelming demand for radical change. Instead, members are asking for thoughtful evolution — balancing tradition with modernisation.

The committee can take confidence from the fact that the club is healthy, engaged, and forward-looking.