



Member Open Forum – Masterplan and Survey

26th October 2023

Executive Summary

- The Club is in good shape with a strong foundation for future investment and improvement
 - Member engagement, usage and waiting lists are high – post COVID changes and pinch points
 - The facilities and infrastructure are well maintained but there are some important areas that need investment
- Significant work has been done internally and externally to evaluate the various next steps and options
- Financially we have modelled a 5-year investment profile – no current net debt
 - We currently estimate 2023 EBITDA to be £2.6m
 - Planning delay lowered expenditures / capex in 2023 but will be incurred in 2024 / 5
- We want to accelerate decision making and enhance direct communication with the membership
- **Objectives for today**
 - Short presentation with respect to the current financial status and master plan
 - Discuss the Member Survey feedback
 - Share perspectives on the 3 nearer term investments – Bar/ Deck, Indoor Golf and Padel/Pickleball Hub
 - Open Q&A
- **Request that we respect other members**
 - Ask that Members consider the broader Club needs not just their personal or section preference
 - Recognise we have a wide diversity of views on all topics
 - We will look to cover several areas, so Chair may conclude a topic if it is preventing other topics being raised

2022 Member Survey, sports occupancy results

- 87% of Members use food and beverage outlets
- 72% use the gym and studios and 68% use the swimming pools
- 57% use the golf course and 57% use tennis courts
- Grass courts have 22% occupancy of available hours (closed 35%)
- In 2022/23 padel tennis courts now at 85% occupancy from 8am to 9pm each day
- Pickleball – 80 regular players on Thursday and Friday and rising
- Golf course occupancy now at 84% in the summer dropping to 68% in winter
- 4 year wait list for Prospective Members reducing in effect to 2.5 years with deferments
- 2 year wait list for family Members on the wait list often dropping to 18 months
- 5100 membership with 3700 active adults and 800 active juniors

2022 Results and 2023 Forecast

	2020	2021	2022	2023
	Actual	Actual	Actual	Forecast
	£m	£m	£m	£m
Revenues	9.3	10.1	12.2	14.0
Operating costs	(6.9)	(8.0)	(10.2)	(11.4)
EBITDA	2.4	2.1	2.0	2.6
Depreciation	(1.2)	(1.2)	(1.3)	(1.5)
Operating Profit	1.2	0.9	0.7	1.1
Net Interest and Other	(0.1)	(0.1)	(0.1)	0
Revaluation	0			
Profit before tax	1.1	0.8	0.6	1.1

	2020	2021	2022	
	Actual	Actual	Actual	
	£m	£m	£m	
Net debt	2.1	1.1	1.4	(includes £0.18m due to Trust)
Average month end net (debt) / funds	(0.4)	1.1	2.1	
	Ratio	Ratio	Ratio	
Net Debt : EBITDA	0.90	0.52	0.70	

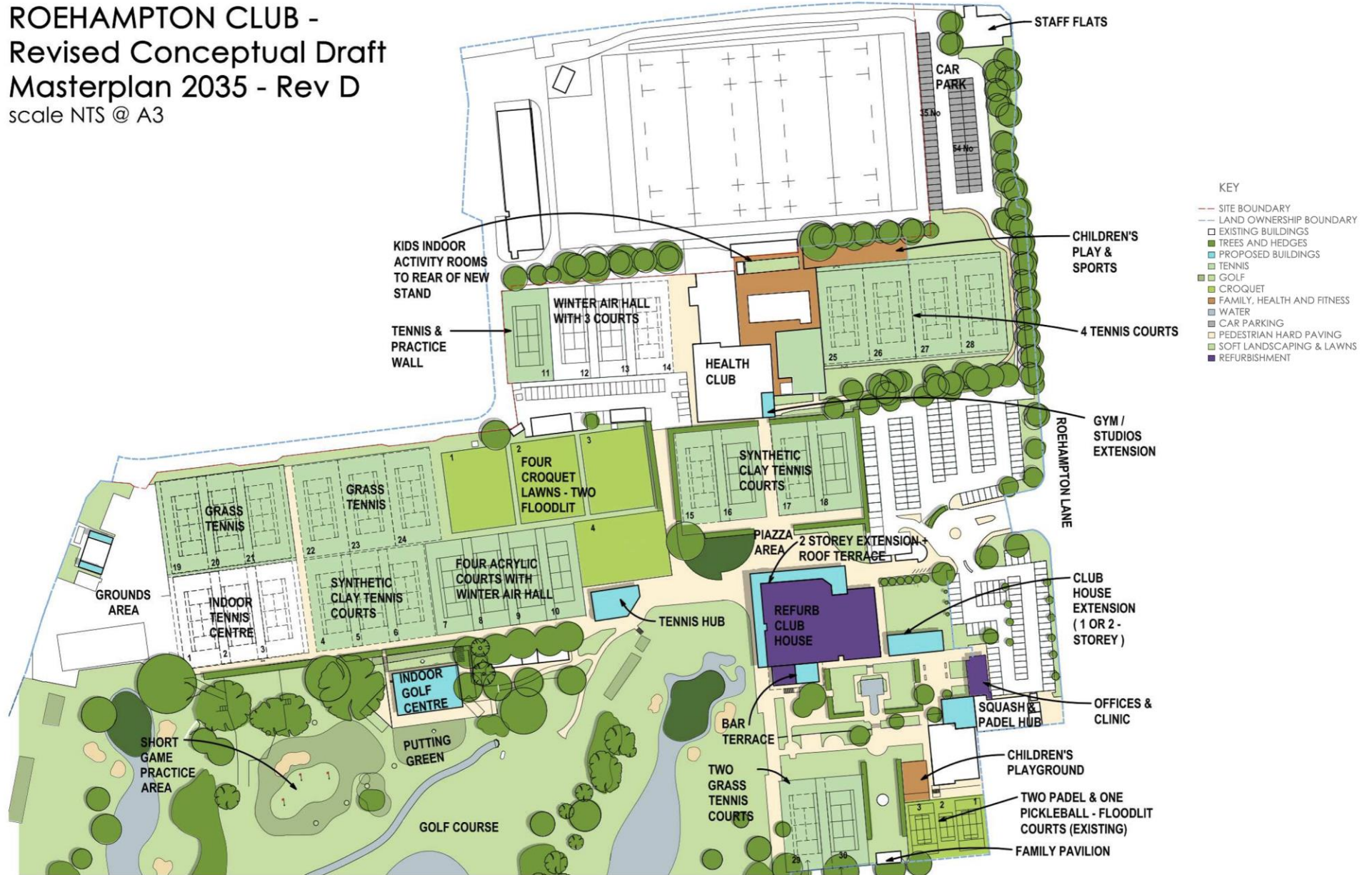
At end Sept 2023, net debt is zero, forecast for the end of 2023 is £1.2m.

EBITDA is Earnings before interest, tax, depreciation and amortisation.

Current bank facilities

- Term Loan – original value £1.65m, six-monthly repayments with the final repayment made July 2023, six months early.
- Revolving Credit Facility - £4m, non–amortising available until July 2025
- To negotiate a new loan of £2m in 2024 to fund the IGC and Sports Shop redevelopment
- Bank is very supportive of the Masterplan 2035 and the capital improvements the Club wants to make.
- The Club is on a sound financial footing for the future

ROEHAMPTON CLUB -
Revised Conceptual Draft
Masterplan 2035 - Rev D
 scale NTS @ A3



Executive Summary

Each proposed project has been listed below in order of support. All projects received relative support from the majority of the membership.

Four of the six proposed projects received immediate support from the majority of the membership: the refurbishment of clubhouse social areas (68%), continued environmental projects (62%), extra padel tennis and pickleball courts (58%), and the two-tier indoor golf centre with adjoining short game practice area (53%).

The health club extension received the lowest level of support from the membership, with nearly a quarter (23%) indicating that they don't think it will be of benefit to the Club.

Comments for each project were generally positive, with members indicating support for most but uncertainty surrounding the prioritization of each.

Project	I would like to see the Club move forward with this project	I like this project but it is not a priority in the next three years	I don't think this will be of benefit to the Club
Refurbishment of Clubhouse Social Areas	68%	26%	6%
Continued Environmental Projects	62%	30%	8%
Extra Padel Tennis and Pickleball Courts to Meet Demand	58%	31%	12%
Two-Tier Indoor Golf Centre with Adjoining Short Game Practice Area (SGPA)	53%	28%	19%
Clubhouse Changing Rooms Refurbishment	50%	40%	10%
Health Club Extension	39%	39%	23%





Member Open Forum – Masterplan and Survey Back Up Slides

26th October 2023



Indoor Golf Centre and Practice Facilities Cost Breakdown from Cost Consultants

	£'000
• Indoor Golf Centre build cost	2,750
• Risk, inflation and contingency	496
• Professional fees	357
• VAT	721
• Total IGC Build Cost	4,324
• Access track to first tee	65
• First hole works (netting, bunding, shaping)	70
• Short Game Practice Area construction	85
• Risk, inflation and contingency	33
• Professional fees	22
• VAT	55
• Total Outside Works	330

Viewpoint 1



All images are conceptual and not to scale

Viewpoint 3

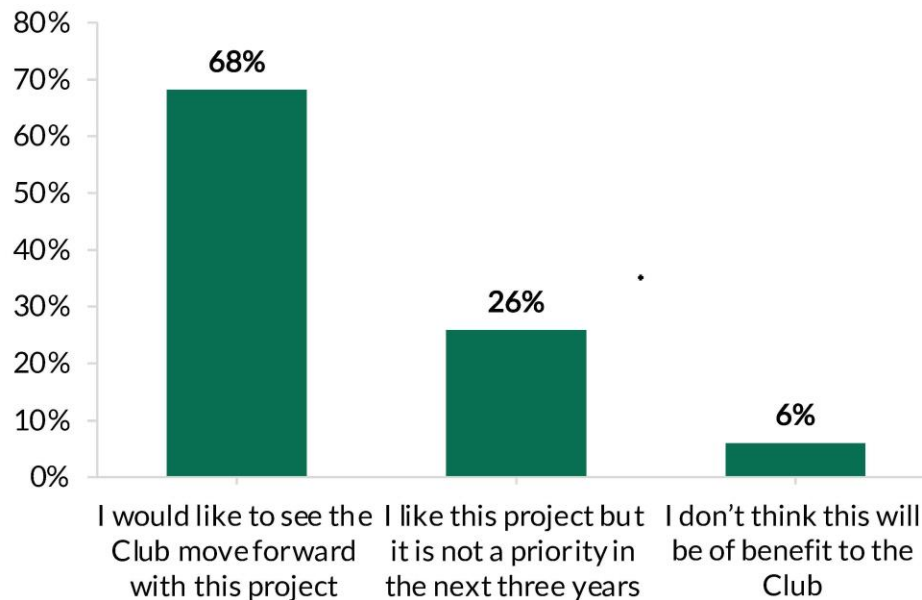


All images are conceptual and not to scale

Refurbishment of Clubhouse Social Areas

Please indicate your level of support for the refurbishment of clubhouse social areas:

Please provide any comments you have on the refurbishment of clubhouse social areas below:



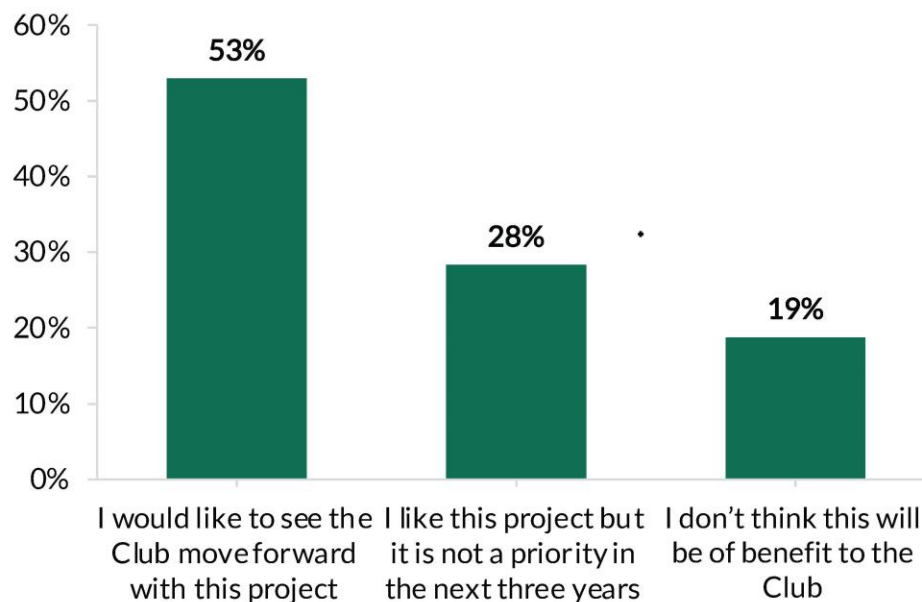
Common themes from the comments are listed below:

- Bar and social areas in particular need improvement
- Some current facilities look tired and lack ambiance
- Important to expand outdoor dining options and create a larger terrace
- Desired improvements to quality and pricing of F&B in addition to the facilities, focusing on the menu
- Balancing costs with investments
- Make new areas attractive to potential members
- Added catering outlet in the garden area received mixed support
- Address noise levels and acoustics in certain areas, such as the café



Two-Tier Indoor Golf Centre with Adjoining Short Game Practice Area (SGPA)

Please indicate your level of support for the two-tier Indoor Golf Centre with adjoining Short Game Practice Area (SGPA) as described above:



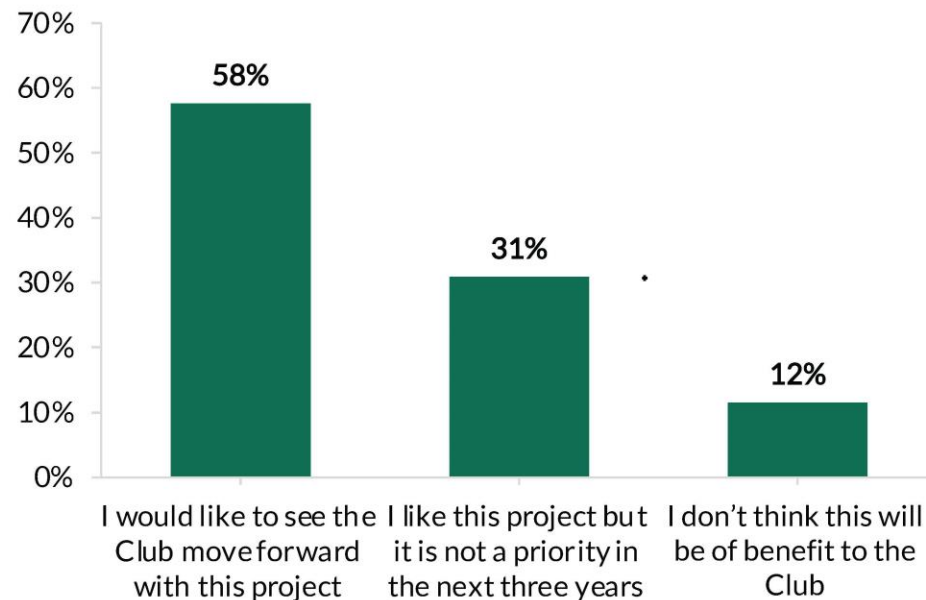
Please provide any comments you have on the two-tier Indoor Golf Centre with adjoining Short Game Practice Area (SGPA) below:

Common themes from the comments are listed below:

- Those who were less in favour of the Indoor Golf Centre were mainly concerned about cost
- Need for improved practice facilities at the Club overall
- Strong support for indoor golf bays during winter, inclement weather, or for teaching purposes
- Some concerns about space required for this project and how it would impact other areas of the Club
- Mixed opinions on facility size, with some members supporting the proposed 13 bays and others suggesting fewer.
- Emphasis on the importance of making the Indoor Golf Centre accessible to a wide range of members, and not just golfers
- Some suggestions to add a tennis hub which could be seen as a complementary addition to the Indoor Golf Centre

Extra Padel Tennis and Pickleball Courts to Meet Demand

Please indicate your level of support for the extra padel tennis and pickleball courts as described above:



Please provide any comments you have on the extra padel tennis and pickleball courts below:

Common themes from the comments are listed below:

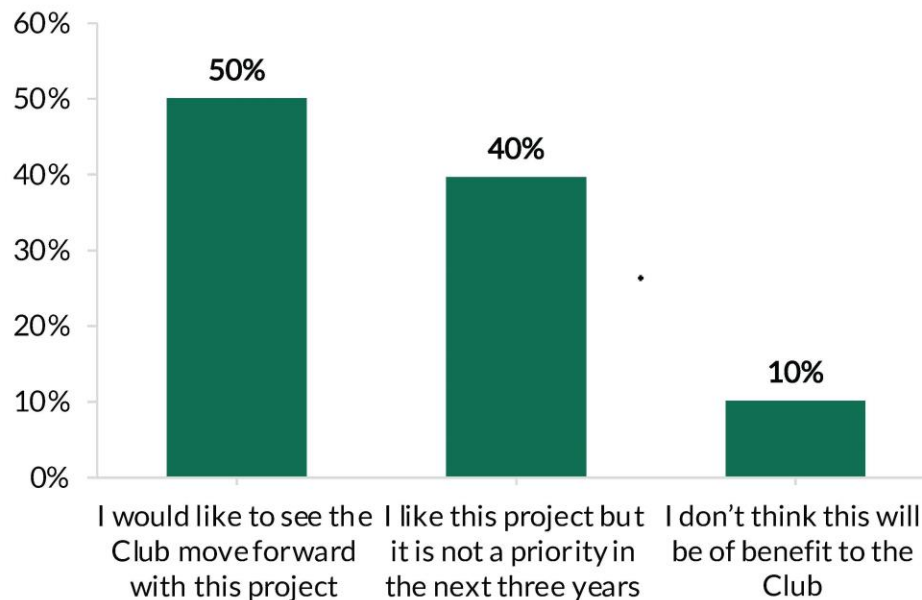
- There is high demand for additional Padel courts, with some members noting how difficult it is to currently secure a booking
- Club should cater to increasing demand for both sports
- Importance of selecting the right location for these courts was stressed
- Concern about noise and disturbance to nearby residents and potential loss of green space such as croquet lawns
- Need for covered courts to accommodate these sports year-round
- Varying levels of prioritization versus other projects



Clubhouse Changing Rooms Refurbishment

Please indicate your level of support for the clubhouse changing rooms refurbishment as described above:

Please provide any comments you have on the clubhouse changing rooms refurbishment below:



Common themes from the comments are listed below:

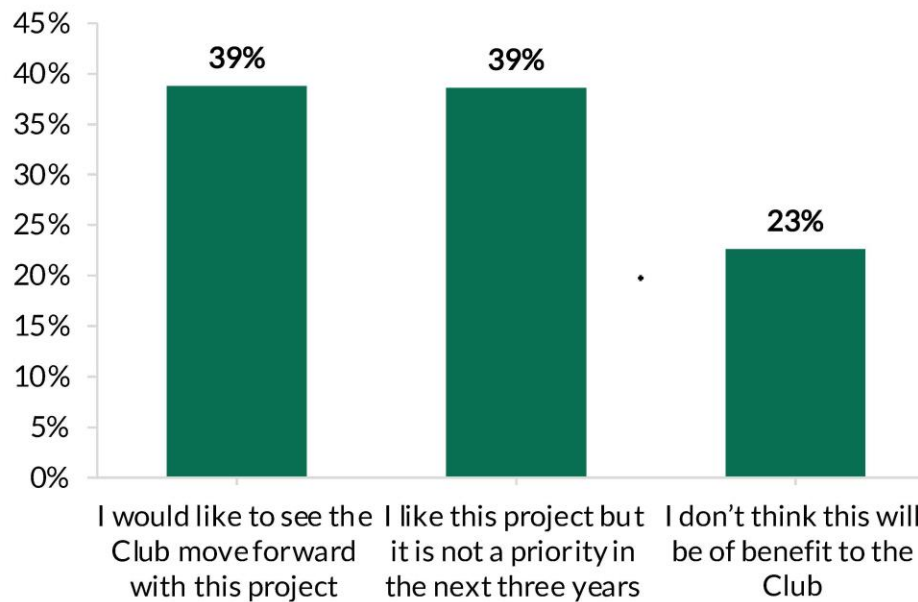
- Current changing rooms are dated and in need of refurbishment
- Common concern is the state of the showers and toilets in the changing rooms
- Possible need for more lockers
- Mixed opinions surrounding prioritization and cost
- Some emphasis on how the changing rooms play a significant role in the overall member experience
- Demand for modernization and updated feel of the changing rooms
- Increase efficiency and functionality of the space (family areas, user-friendly layout)
- Concerns about cleanliness and hygiene of current rooms
- Suggestions to implement energy and water-saving features in the refurbishment to align with environmental and sustainability goals



Health Club Extension

Please indicate your level of support for the Health Club extension as described above:

Please provide any comments you have on the Health Club extension below:



Common themes from the comments are listed below:

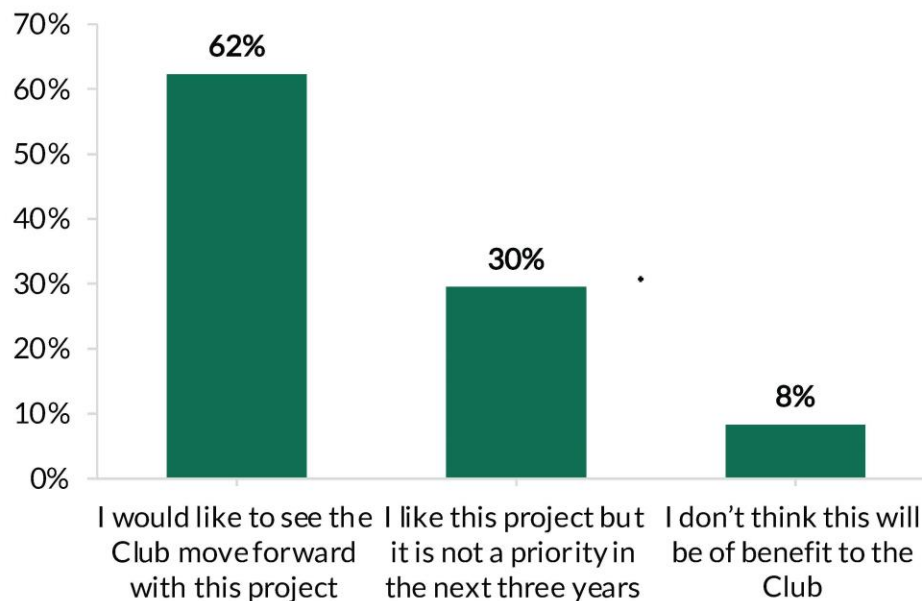
- Current gym space is insufficient, with a particular need for more space dedicated to free weights and functional fitness equipment
- Need for additional studio space to accommodate the demand for classes, especially during peak times
- The gym and health club are not consistently at full capacity, questioning the need for immediate expansion
- Varying opinions surrounding level of prioritization
- Concerns about potential disruption and the cost associated with expansion; questioning the ROI
- Some propositions of exploring alternative uses of existing club spaces before investing in expansion



Continued Environmental Projects

Please indicate your level of support for the continued environmental projects as described above:

Please provide any comments you have on the continued environmental projects below:



Common themes from the comments are listed below:

- Environmental initiatives are a moral obligation and the Club should lead by example
- Technology is advancing rapidly; wait until more proven and cost-effective solutions become available, or explore alternative technologies
- Mixed opinions regarding additional EV charging stations and heat pump technology
- Some suggestions to prioritize environmental projects over other developments and expansions in the club
- Concerns about noise pollution, particularly regarding the installation of heat pump machinery
- Importance of improving energy efficiency and reducing the Club's carbon footprint
- Overall support these projects, especially if they result in long-term cost savings and benefits for the Club

