

Appendix I

Business Plan Overview: 2020-2030

Financial implications

		Financial assessment						
		Cap exp (£k)	Annual changes (£k)			Contribution (£k)		
			Inc	Exp	Net	5-yr	10-yr	
1	Pre-Pandemic, Club is financially sustainable but cannot generate funds to replace buildings							
		Continue as now	£0	£0	£0	£0	£0	£0
2	Key financial threat is loss of use of squash building, resulting in a major loss of income							
		Loss of squash	£0	-£20	-£5	-£15	-£75	-£150
3	Club must assess how it can generate additional funds from other facilities to ensure sustainability							
4	Key options relate to future use of croquet lawn and its relationship to new Clubhouse and replacement squash courts							
5	Croquet income meeting 2013 business plan target, even if achievable, yields relatively small gains compared to squash losses							
		Croquet income based on 40 members	£0	£2	£0	£2	£10	£20
6	Extra tennis court offers better route to financial sustainability and may sit better with how members may see the Club's future							
		Extra tennis court instead of croquet	£50	£25	£2	£23	£65	£180