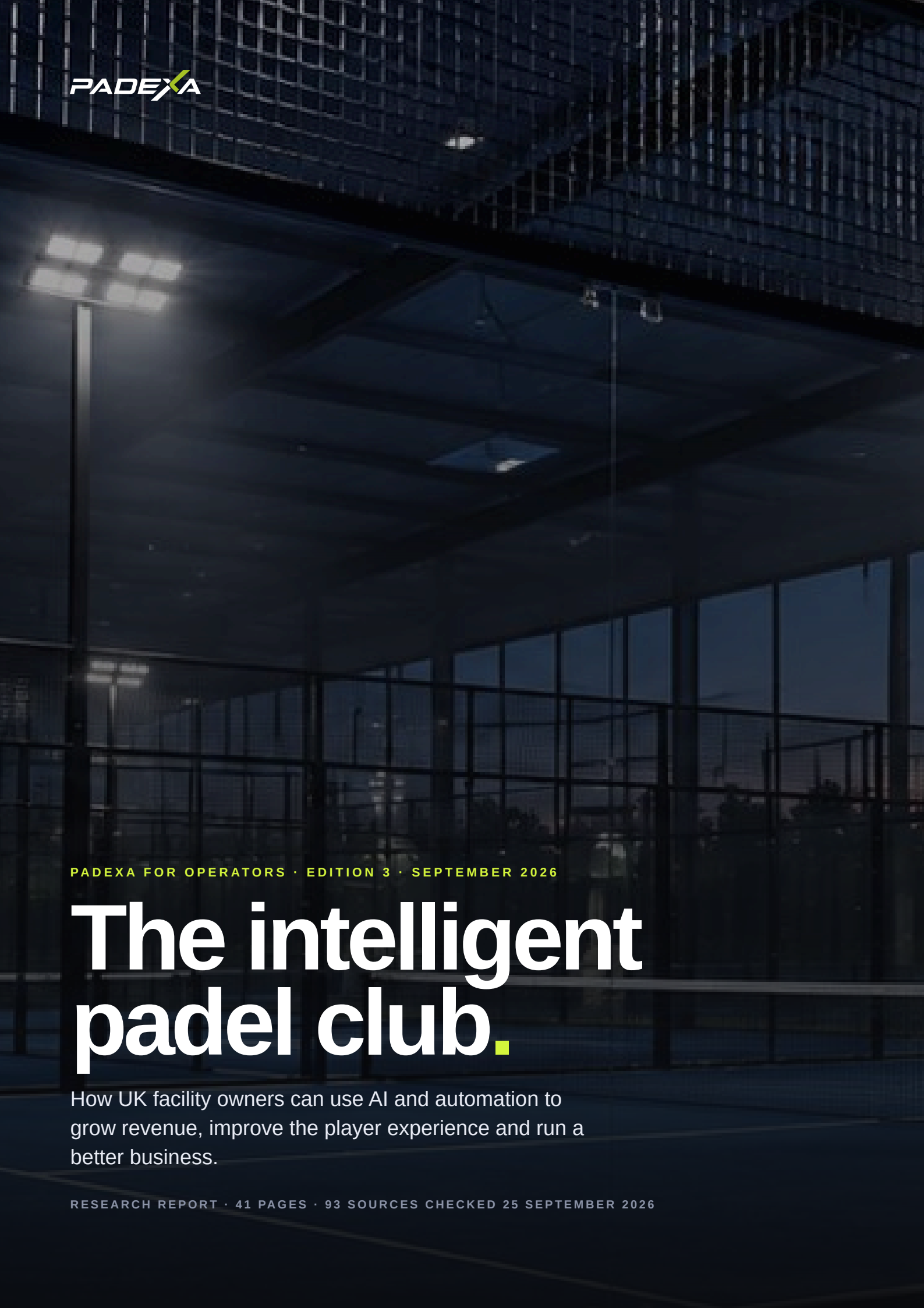


PADEXA FOR OPERATORS · EDITION 3 · SEPTEMBER 2026

The intelligent padel club.

How UK facility owners can use AI and automation to grow revenue, improve the player experience and run a better business.

RESEARCH REPORT · 41 PAGES · 93 SOURCES CHECKED 25 SEPTEMBER 2026

INSIDE

Find the part of your business.

Read the brief first. Then go to the workflow that needs attention. Every chapter ends with how to test it in your club.

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How to read the evidence tags. LTA governing body · PLAYTOMIC platform data · DATA official statistics or modelled estimates · OPERATOR a venue's own description · VENDOR a supplier's claim · STUDY peer-reviewed or method-disclosed research · PRESS reporting · GUIDANCE ICO, HSE, NCSC, GOV.UK, LTA. Numbers in brackets are sources, listed from page 39. Our workflows and financial scenarios are recommendations and illustrations, not measurements.



The photography in this report is a generated campaign series, not documentary images of named venues.

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FOREWORD

Start with the work, not the technology.

A player asks about a beginner session and the message waits until tomorrow. A match needs one more person and nobody has time to find them. Saturday is full; Wednesday afternoon is empty. On Sunday night the owner is still putting the weekly numbers together.

If you recognise any of that, start there. Each one is a specific piece of work with a customer, a cost and a consequence. Each is far easier to improve than an ambition to become an “AI club”.

I have written this report to help you see the whole business and then choose where to act. It draws on what UK venues already do, on what the evidence says works, and on the numbers an owner needs to make a decision: prices, occupancy, wage costs, build costs, energy, platform limits and the law as it stands in 2026. Where a figure comes from a supplier with something to sell, it is labelled as such. Where nobody has measured something, the report says so.

My view is simple. Use technology to make the routine dependable, and give your people more room for the work players value: the welcome, the game that happens, the coach who notices. Some of that will use AI. Much of it will use software you already pay for. Some of it needs a better process and a named owner.

Choose one workflow that matters. Measure what happens today. Build a better version with the people who run it. Then look honestly at the result. That is how I would begin.

Ross Thornley

Founder, PADEXA





About this edition. PADEXA publishes this report and sells player-analysis and operator services described in chapters 6 and 16. Recommendations are ours; external findings are attributed and dated. Sources were re-checked on 25 September 2026. We have not audited the venues named or interviewed their operators for this edition. The photography is a generated campaign series, not documentary images of named clubs.

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THE BRIEF · FIVE MINUTES

Ten things we would tell an owner.

The two-page brief. Everything else in the report is the evidence behind these.

01 Demand is real and local.
One million people played padel in Britain in the year to May 2026, on 1,825 courts. Your catchment, not the national number, sets what you can capture. [1]

02 Peak is full, off-peak is the business.
UK clubs run about 60% of bookable hours and about 85% at peak. The money is in the other 40%, and in the games that never got made. [10] [7]

03 Answer the enquiry first.
In a UK mystery shop, 42% of emails to fitness operators were never answered. A narrow assistant that answers the six questions you get every day is the cheapest automation with the clearest return. [52]

04 Nudges alone barely move people.
Across fourteen studies, reminders had trivial effects; goal-setting and visible progress had large ones. Automate the reach, keep the human contact, make progress visible. [54]

05 Unstaffed hours are a design, not a door code.
A single-cover desk from 7am to 11pm costs about £85,000 a year at the 2026 living wage. Six unstaffed off-peak hours a day saves roughly £32,000, if access, support and safety are designed for it. [48]

06 Your booking platform is the record. An AI reply is not a booking.
Playtomic's Club API is read-only at about one call a minute. Build workflows that read and hand over; never one that promises a court it has not reserved. [35]

07 Lighting automation is a small saving on its own.
A 2 kW LED court at 30p/kWh costs about 60p an hour to light. Booking-linked control pays where hours are long and heating is included, not as a headline. [46][3]

08 The law moved in 2026.
Marketing fines rose to £17.5m or 4% of turnover. A complaints procedure is required. An unstaffed venue's fire risk assessment must cover self-evacuation. App-only access is a reasonable-adjustment question. [60][68][67]

09 Oversupply is the risk that technology cannot fix.
Sweden went from about 300 courts to 3,500 or more in three years; roughly 90 padel companies went bankrupt in 2023. London occupancy fell five points in a month in September 2026. Test demand before courts two to six. [26][11]

10 Count the benefit once, then pilot it.
One workflow, a measured baseline, a named owner, a comparison group and a review date. Ninety days tells you whether it worked; retention takes longer.

THE METHOD IN ONE LINE

Choose one workflow that matters. Measure what happens today. Build a better version with the people who run it. Decide on the evidence.

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THE BRIEF · THE NUMBERS

The numbers.

What the UK padel business looks like on 25 September 2026, from sources an owner can check.

1m
people played padel in Britain in the past year
LTA, May 2026 [1]

1,825
courts at 551 venues
LTA, May 2026 [1]

+993
courts added in twelve months
Playskan, Sep 2026 [10]

£34
average price per court-hour; £47 in London
Playskan, Sep 2026 [10]

60%
of bookable hours occupied, last 28 days
Playskan, Sep 2026 [10]

85%
peak-hour occupancy at major UK clubs
Global Padel Report 2026 [7]

90k
open matches a month on Playtomic in the UK
The Padel Paper, Feb 2026 [9]

4
sessions a month for the average Playtomic player
The Padel Paper, Feb 2026 [9]

68%
of a typical club's revenue is court bookings
Global Padel Report 2026 [7]

42%
of emails to UK fitness operators never answered
Keepme, 2024 [52]

£12.71
National Living Wage from April 2026
GOV.UK [48]

35%
of UK businesses with ten or more staff use AI
ONS, Jul 2026 [49]

£71k
to build one outdoor court; £268k for four
LTA construction note 2025 [3]

~90
Swedish padel companies bankrupt in 2023
Creditsafe via press [26]

£17.5m
new maximum fine for marketing breaches
DUAA 2025, in force Feb 2026 [60]

Playskan figures are modelled from public booking availability, not accounts. LTA counts players who played at least once in the year. Global Padel Report club data is Playtomic-observed and its survey (n=185) skews to larger operators.



Campaign image.

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PART I

The opportunity.

Where a padel business creates value, what the UK market looks like, and the three ways to run a club.

1 The UK picture
2 Where the value sits
3 Inside the automated club

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CHAPTER 1 · PART I

Growth raises the standard.

A national market growing this fast creates opportunity and hides risk. Your catchment, proposition and operating performance decide how much of it you keep.

The British picture

The LTA reported one million adults and juniors playing padel in Britain in May 2026, on 1,825 courts at 551 venues. Its March release put end-2025 at 860,000 players, 1,553 courts and 559 venues; the venue count fell while courts rose, which is a reclassification, so each figure is cited to its own release. A player is anyone who played at least once in the previous year. That is participation, not a count of weekly customers. Playskan, which counts every bookable court including unregistered venues, puts the market at 2,384 courts across 658 clubs; the two counts answer different questions, so cite the one that matches yours. [1][2][10]

LTA

The LTA's own 2024 strategy set targets of 1,000 courts and 400,000 annual players by the end of 2026. Both were passed by the end of 2025. [4]

What players pay and how often they play

The LTA puts the average off-peak booking at £7 per player per hour, £27 for a court. Playskan, which models 2,384 courts from public booking availability, puts the average at £34 an hour nationally and £47 in London, with regional venues from £15 off-peak. [2][10][12]

DATA

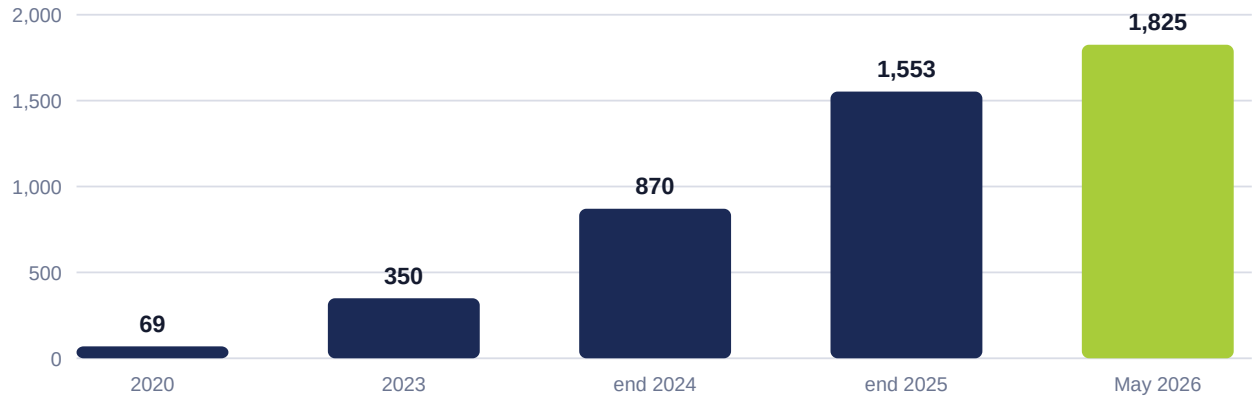
Playtomic's UK data, reported by The Padel Paper, shows 172,564 players booking through the platform in December 2025, up 125% in a year, averaging about four sessions a month, with about 90,000 open matches a month. [9]

A wider market

Playtomic and Strategy& count 58,334 courts worldwide at the end of 2025, up 16%, and 19.4 million players. FIP's own estimate is nearer 77,000 courts; the two bodies count differently. The report's club survey (n=185) skews to larger, more digital operators, so its benchmarks describe the top of the market. [7]

PLAYTOMIC

PADEL COURTS IN BRITAIN · LTA COUNTS BY RELEASE



Courts counted by the LTA at each release. 2023 is the strategy's stated base of about 350 courts; 2024 to 2026 from the March and May 2026 releases. Sources 1, 2, 4.

WHAT IT MEANS FOR AN OWNER

Do not build a venue forecast by dividing a national player count by a national court count. Start with travel time, local supply, weather exposure, available hours, pricing and the groups you can serve. Keep a dated local demand sheet: enquiries that could not convert, full sessions, empty sessions, cancellations and the reasons players give. Those observations shape your first experiment better than any headline.

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CHAPTER 1 · PART I · CONTINUED

The warning inside the growth.

Technology can fill a court that people want. It cannot create a playing community where supply has outrun demand.

Sweden, in numbers

Sweden went from roughly 300 courts in 2019 to between 3,500 and 4,500 by 2022, depending on who counted. In 2023 about 90 padel companies went bankrupt. One operator closed around 50 of its 63 sites. The Swedish Padel Federation's own count fell from a peak above 4,200 courts to about 3,500 by early 2023, a net loss of roughly 17%, with more than 100 facilities closed between 2022 and 2024. [79] The Global Padel Report 2026 still lists Sweden, with Finland and Chile, as a market in post-boom adjustment, with closures and consolidation. Electricity prices in southern Sweden were about five times their pre-2020 level by the winter of 2022, which turned marginal indoor sites into loss-makers. [25][26][7] PRESS

The UK, today

Playskan counted 993 courts added in twelve months. Padelify tracks about 50 confirmed venues and 270 courts opening through 2026, and records no closures. Leisure DB found 188 operational multi-site venues and 96 planned, with more than three-quarters of planned courts indoor or covered. London occupancy fell five points month on month in September 2026, the first soft reading. Bristol has 33 courts across five venues; Game4Padel's chief executive named it as an oversupply risk in 2024. Five padel developments were proposed in one London borough without a published demand assessment. [10][23][22][11][24][21][25]

Planning and noise

Padel is about 6 dB louder than tennis at 5 m from the side of the court, with 88 impacts per five minutes against 50. The LTA expects noise and light surveys where housing is within 50 m. In 2026 an abatement notice against Barnt Green Sports Club was upheld with £48,500 in costs; David Lloyd's two-court scheme in Harrogate was refused on noise and amenity. Indoor schemes fail on land use too. Planning applications for padel rose from 53 in 2021 to 348 in 2024, with about 550 projected for 2025; of decided applications around 87% are approved, and the average decision takes 118 days. [80][81][29][3][27][28] GUIDANCE

BEFORE COURTS TWO TO SIX

Write the downside case first. Slower player growth, lower realised prices, higher support costs, a competitor within fifteen minutes. Does the site still work?

Count local supply. Courts within a 20-minute drive now and in the pipeline. Playskan and Padelify both publish it.

Test demand with the tools you already have. Open matches, waitlists, off-peak programmes and your WhatsApp groups tell you whether people cannot get a court or cannot find a game. Chapter 5 shows how to count the second.

Assume planning takes longer than the build. Commission the acoustic survey before the design is fixed.

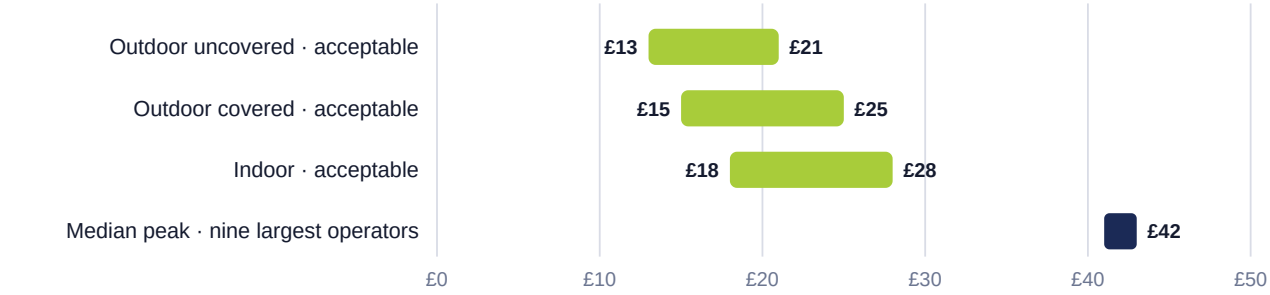
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CHAPTER 1 · PART I · CONTINUED

What players will pay, and where they can play.

The 2026 UK Padel Report from Oxygen Consulting puts numbers on two things this report cares about: the gap between peak prices and what players think a court is worth, and who gets a court nearby.

PRICE PER COURT-HOUR, WEEKDAY 6–9PM · £ · OXYGEN CONSULTING 2026



Acceptable ranges are Van Westendorp value benchmarks, not recommended prices. Source: Oxygen Consulting, 2026 UK Padel Report key findings.

Price against perceived value

Oxygen found that the nine largest chargeable UK operators, measured by court count, had a median peak-time price of £42 per court-hour. Its player research, using Van Westendorp price-sensitivity analysis for a weekday 6pm to 9pm booking, found acceptable ranges of about £13 to £21 for an outdoor uncovered court, £15 to £25 covered, and £18 to £28 indoor. Oxygen says these are not recommended prices but national value benchmarks, and that venues can and do charge above them. The gap is the point: £42 is £10.50 a head, which feels fine once and adds up to about £90 a month at twice a week before coaching or membership. [75] STUDY

Proposition power

Players do not value all courts equally. Oxygen's phrase is that pricing power will increasingly depend on proposition power: weather certainty, booking reliability, changing rooms, food and drink, coaching and organised play justify a premium; a bare court does not. That is the argument for spending on the experience around the court before spending on the fifth court. [75]

Where the courts are

In July 2025 the LTA counted 1,004 courts at 325 venues: 297 in London and the South East, 179 in the North and West Midlands, 172 in the South and South West, 153 in the North and East Midlands, 124 in Central and East England, 45 in Scotland and 34 in Wales. Provision is widening but uneven: venues in England's most deprived neighbourhoods rose from six to 33 between December 2024 and December 2025, from 3% to 8% of English venues, while 60% of venues sit in the less-deprived half of neighbourhoods. Oxygen calls that directional, because the deprivation index was rebased in 2025. [78][75][76] LTA

Four stages, not one number

Oxygen separates awareness, interest, annual participation and regular monthly play. The million is the third stage. Your business lives in the fourth: sessions per active player, achievable price per session, court utilisation and retention are the four numbers that decide whether the building boom pays. [75]

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CHAPTER 2 · PART I

Where the value sits.

A facility creates value before, during and after the booked hour. Map all four areas; fund them selectively.



The operating map. A facility creates value before, during and after the booked hour; the weekly view closes the loop. PADEXA framework.

Demand

Help a suitable player discover the venue, understand the offer and complete a first booking. Keep the route short and the next step specific. Record where demand came from without treating every click as a customer.

Participation

Help people find a game, come back after the first visit and see a reason to continue. Count completed matches and the people who played, not only the person who paid.

Delivery

Make access, equipment, coaching, events and service dependable. Give staff a view of exceptions rather than expecting them to watch every system.

Control

Bring bookings, payments, costs and operating information into one weekly view. Use it to choose an action, assign it and check the result.

Twelve workflows, ranked

Our ranking of the workflows in this report by the value at stake, the strength of the evidence and the effort to run one. Positions are editorial; the columns say why.

#	WORKFLOW	VALUE AT STAKE	EVIDENCE	EFFORT	CHAPTER
1	Answer every enquiry with a next step	High: unanswered enquiries are lost first bookings	Strong on the problem, thin on padel outcomes	Low	4
2	Make incomplete games complete	High: dead demand at peak and off-peak	Vendor cases; measurable in your own group	Low to medium	5
3	First-visit follow-up with a relevant route	High: second visit decides lifetime value	Reminders weak alone; contact and progress strong	Low	5
4	Weekly numbers assembled, not typed	Medium: hours a week and better decisions	Deterministic	Low	11
5	Unstaffed off-peak access	High where demand exists outside staffed hours	Operating examples; no audited returns	Medium to high	3
6	Off-peak programmes matched to the gap	Medium to high	Your own grid	Low	8
7	Corporate and event enquiry to proposal	Medium: corporate rates about twice public	Operator pricing	Low	7
8	Player analysis and progress feedback	Medium: coaching conversion, rebooking	Product exists; retention unproven	Medium	6
9	Staff knowledge that shows its source	Medium: fewer errors when the owner is off	Deterministic	Low	10
10	Booking-linked lighting	Low alone; medium with heating and long hours	Vendor claims up to 49%	Medium	9
11	Dynamic pricing	Uncertain in padel	Golf cases only, uncontrolled	Medium	8
12	Predictive churn and demand models	Only after simple rules are exhausted	Needs history most clubs lack	High	5, 8

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CHAPTER 3 · PART I

Choose the service you want to run.

Self-service is a design choice. Decide which parts of the experience need a person, and when.

MODEL	MAIN ROLE FOR PEOPLE	SUITS	WHAT TO TEST FIRST
Self-service facility	Remote support and site care	An offer centred on dependable court access; small sites; extended hours	Access success rate and contribution per hour outside staffed time
Hybrid club	Welcome, coaching and programmed activity	Most established venues: staffed peaks, self-service quiet periods	Demand outside staffed hours; exception rate when nobody is at the desk
Staffed destination	Coaching, hospitality and community	Premium venues where the welcome is the product; automation behind the scenes	Service value and repeat play; admin hours removed from the team

The economics of unstaffed hours

From April 2026 the National Living Wage is £12.71 an hour. With employer National Insurance at 15% above the threshold and a 3% pension, an hour worked costs about £14.50. A single-cover desk from 7am to 11pm is 16 hours a day, roughly £232 a day, or about £85,000 a year before holidays and cover. Making six off-peak hours a day unstaffed saves in the region of £32,000 a year for one site. [48] GUIDANCE

Against that: access hardware from £536 for a single-door kit before installation, or a cloud system such as Kisi at $850 per controller, $475 per reader and software from $99 a month; remote support cover; cleaning and inspection that still happen; a fire risk assessment that covers people evacuating themselves; and the cost of every failed entry. A low wage bill is incomplete evidence if it comes with weak retention, lost equipment sales or expensive call-outs. [43][42][68]

Ask before extending hours

Who will use the extra time? What will they need? Can the site legally and safely operate then? What happens when they cannot get in? Rocket Padel's Ilford site runs 7am to 1am; Bulldog Padel in Downham Market opened in August 2026 as a single indoor court open 24 hours with a unique code per booking. Both are choices about who the venue is for, not just about doors. [16][14]

OPERATOR

ONE DESK, ONE SITE · ANNUAL COST AT THE APRIL 2026 LIVING WAGE WITH EMPLOYER NI AND PENSION



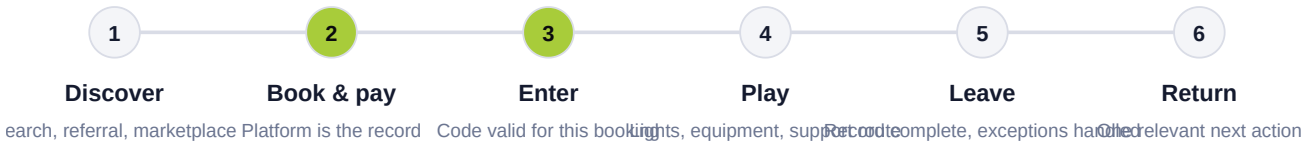
£12.71 × 1.14 ≈ £14.50 per hour worked × hours × 365. Before holiday cover, training and the cost of every failed entry. Sources 48, 42, 43.

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CHAPTER 3 · PART I · CONTINUED

Connect the whole visit.

A successful payment should lead to a playable court and a clear next step. The service is complete only when a player can get help and the operator can recover.



Lime steps are where the booking system must be the source of truth. Illustrative; systems and permissions depend on the venue.

Before arrival

Confirm the booking and show exactly how to arrive, enter and get equipment. Give the player a support route before they need it. Messages must agree with each other about times, codes and cancellation terms.

At the facility

The access credential should reflect the current booking state; a rescheduled session must not leave a player holding yesterday's code. MATCHi's QT gives each player a code that works only during their booking and switches lights on before and off after; Smart Padel and Doinsport describe the same pattern. Confirm UK availability and installer support for each. [40] VENDOR

After play

Complete the record, handle exceptions and, where permissions allow, offer one relevant next action: another game, a suitable session, a coaching conversation.

The acceptance test

Walk the journey as a new visitor, a returning player, someone with no signal and someone with an accessibility need. Repeat it after a cancellation and during a simulated connection failure. Record every point at which someone has to guess.

Design the day something fails

FAILURE	REQUIRED RESPONSE	RECORD TO KEEP
Paid but locked out	Verify the booking without collecting unnecessary data; open, resolve or refund; agreed escalation	Booking, time to resolve, outcome
Equipment unavailable	Provide an alternative or a credit	Stock level and failed transaction
Booking data delayed	Use a defined fallback; explain the limit to the player	Last successful update
Connection or power outage	Know which functions run locally; how players leave; how staff intervene	Outage log and restoration time
Safety or safeguarding concern	Reach a responsible person by a route designed for urgency; never a ticket	Incident and escalation log

THE OWNER'S TEST

Run a short exercise with the manager, the installer and the support provider. Simulate a failed code, a power cut and a customer without a working phone. Time the response. Fix unclear ownership before adding more opening hours.

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CHAPTER 3 · PART I · CONTINUED

Self-service is already operating.

What a working installation proves, and what it does not.

OPERATOR · UK

Bulldog Padel, Downham Market

One indoor court, open 24 hours a day with a unique access code per booking through Padel Mates, £40 an hour, opened 31 August 2026. It establishes that the model exists in the UK; it has no track record yet. [14]

OPERATOR · UK

Rocket Padel, Ilford and Bristol

Long hours (7am to 1am at Ilford), tiered memberships at £10, £50 and £85 a month, and 25,000 registered players nationally. Extended hours with a staffed core, not an unstaffed venue. [16]

VENDOR · UK

PlaySight at Vida Del Padel

AI SmartCourt video, automatic highlights and statistics across six UK sites from May 2026. A capability in the UK at scale; no published usage or retention figures. [20]

PRESS · UK

Padium, Canary Wharf

Three review sites report £80 an hour for a standard court and £100 for the Centre Court with an AI camera: a £20 premium for technology the player can see. The operator does not publish prices; confirm before quoting. [17]

VENDOR · SPAIN AND PORTUGAL

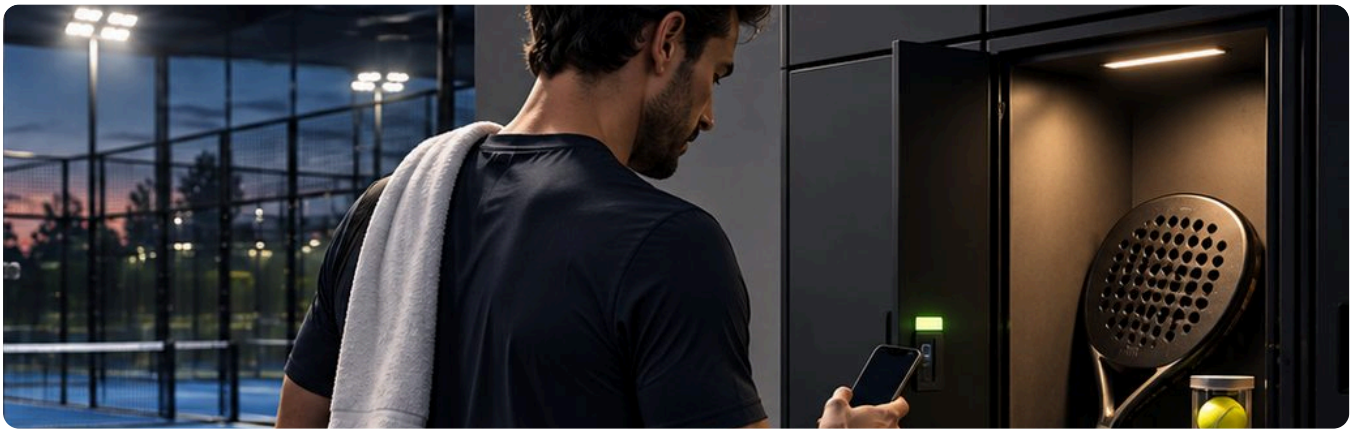
Matches Padel Solutions cases

Padel Play (two Catalan clubs): +43% energy and operating cost saving, +38% new active players in level groups. Lemonfit (Lisbon): +53% matches in three months, twice as many off-peak. Gpadel (Italy): +40% matches, 95% less manual work. All 2024, all vendor-reported, none with a control group or a profit bridge. [30][31][32]

VENDOR · FRANCE

SPASH Match Analyzer at Esprit Padel

Automated rally detection and about twenty statistics minutes after a match, launched June 2025, price on request. Product and venue context, not measured retention. [33]



A player opening a self-service equipment locker with a phone. Campaign image.

A working installation is the starting point for a business case, not the business case. Ask suppliers to demonstrate the awkward journeys: a changed booking, a lost phone, a duplicate record, a player who arrives early. Then ask for a reference you can call.

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PART II

Players.

Enquiries, the first booking, the next game, coaching, and everything else that happens in a visit.

4 Enquiries and the first booking
5 The next game
6 Coaching and on-court intelligence
7 Events and the rest of the visit

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CHAPTER 4 · PART II

Give every enquiry a next step.

The cheapest automation with the clearest return is answering the questions you already get, quickly and correctly.

42%
of emails to UK fitness operators never answered
Keepme mystery shop, 2024 [52]

11.5h
average email response time; 54% of Facebook enquiries unanswered
Keepme, 313 emails, 40 organisations [52]

7×
more likely to qualify a lead when replying within an hour rather than later
HBR audit of 2,241 firms, 2011 [53]

Start with the uncertainty

A new player wants to know whether they need a partner, a racket or any experience, and what a beginner session costs. Put those answers beside a bookable session. A campaign that generates enquiries but leaves the same questions unanswered has moved work into the inbox.

Build a narrow assistant

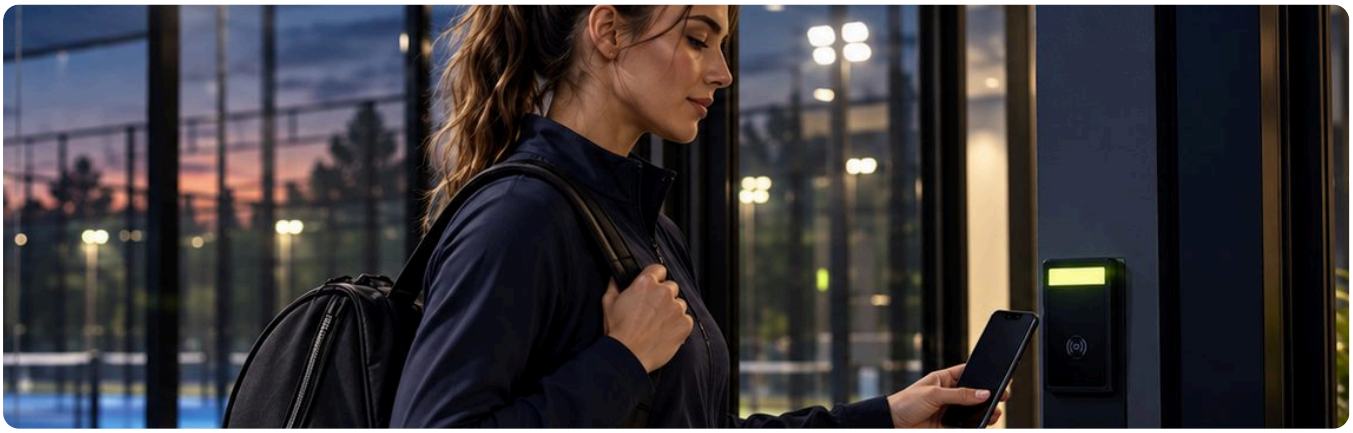
Start with the questions staff answer every day. Give the assistant an approved source: opening hours, sessions, equipment, access, policies, escalation contacts. Connect live availability only through a supported route; if it cannot check a slot it should send the player to the booking system rather than promise one. Playtomic's Club API is read-only, at about one call a minute, on Champion and Master plans. An assistant can read and hand over; it cannot book. [35] VENDOR

Route by consequence

An equipment question can be answered from the source. A group booking needs a sales owner. A complaint, an injury or a safeguarding concern needs a person, by a route designed for it. Decide the routes before launch and test them with real messages.

WhatsApp, where your players are

From 15 January 2026 Meta bars general-purpose AI chatbots from the WhatsApp Business Platform; a structured booking or FAQ assistant for your own customers remains allowed. Business-created groups are capped at eight people. UK message prices are about $0.022 for a utility message and $0.064 for marketing, with service replies billable from 1 October 2026. [57][58][59]



A player arriving after hours and using a phone with a booking-linked access reader. Campaign image.

TEST IT IN YOUR CLUB

Measure time to a correct, usable answer, not time to any reply. For four weeks, log every enquiry, the channel, the time to a usable answer and whether it became an attended booking. Then run the assistant with staff approving outgoing replies, and compare. Review the enquiries that did not convert: wrong session, unclear price, incomplete answer, or the time they wanted was full. Those reasons tell you what to change next.

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CHAPTER 4 · PART II · CONTINUED

Make the first booking easier.

The marketing job is to turn suitable local interest into a confident first visit, with a permission trail you can show.

Where AI helps

Drafting local campaign variations, explaining the beginner journey, organising the questions you get asked, turning approved material into formats for each channel. A person checks venue facts, dates, prices, availability and the promise being made. These are workflows to run, not measured padel conversion claims.

Keep local knowledge in charge

Separate audiences by a real service need: first-timers, experienced players new to the area, corporate organisers, parents asking about a programme. Do not infer sensitive characteristics to personalise a pitch. Use the minimum information needed to help.

Measure paid behaviour

Track source to enquiry to attended first booking. Record an honest “unknown” when attribution is missing. Compare acquisition cost with contribution from that group over a defined period; enquiries are not revenue.

The permission trail

For email, text and messaging you need consent or the soft opt-in: details collected during a sale or negotiation, similar services only, an opt-out offered at collection and in every message. The Data (Use and Access) Act, in force from 5 February 2026, raised the maximum PECR fine from £500,000 to £17.5m or 4% of global turnover, added a charitable soft opt-in (relevant only if your club is a charity), exempted first-party analytics cookies with an opt-out, and requires every organisation to have a data-protection complaints procedure from 19 June 2026. A booking record is not a marketing permission system. [60][61] GUIDANCE



A mixed doubles point. Campaign image.

A FIRST EXPERIMENT

Choose one beginner session that has capacity. Publish a clear offer with the three answers a nervous player needs. Prepare approved replies. Give every suitable enquiry a route to that session.

Compare attended bookings and staff handling time with the previous month. Record no-shows and refunds too.

Cost to run: an email and messaging tool from about $9 to $20 a month; an assistant from about $25 to $50 a month; your own time to write the source. Chapter 13 lists prices.

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CHAPTER 5 · PART II

Make the next game happen.

The second visit decides lifetime value. The evidence says what to automate and what to keep human.

d≈0.1

effect of reminders and prompts alone on attendance, across 14 studies and 6,788 people

BMC Public Health systematic review, 2020 [54]

d≈1.2

effect of goal-setting and progress review

Same review [54]

½

the monthly cancellation risk for low-progress members who had frequent staff contact

TRP 10,000, University of Exeter, 2014 (observational) [55]

What the evidence says

Reminders on their own move people a little; one well-run field experiment found weekly gym reminders raised attendance with some lasting effect. Goal-setting, visible progress and human contact move people a lot. The design follows: automate the reach and the timing, keep a person in the conversation for the people who need one, and give the player something that shows progress. [56][54] STUDY

Why the second visit is the business

Oxygen Consulting's 2026 UK Padel Report names sustainable participation as the sector's next opportunity: awareness, interest and one-off trial are signs of reach, but venues depend on people returning often enough for padel to become part of their week. Its player research measures how many venues a player uses and what share of sessions they play at their main one; the venue that becomes the habit wins the leagues, the coaching and the memberships. The old Bain finding still frames the economics: a five-point rise in retention lifts profit by 25 to 95 per cent in the businesses studied. [75][82] STUDY

Start with simple signals

A first visit with no future booking is a usable rule. So is a previously frequent adult with no visit in eight weeks, if your data window is long enough to know. A predictive churn score is worth considering only when it beats those two rules on a decision you actually make.

Know who actually played

The person who paid is not the whole relationship. Where the platform and permissions allow, distinguish booker, participant and member. Do not manufacture a four-player database from one email address.

Make the offer relevant

Suggest a session with space, a compatible open match or a coaching conversation. Keep frequency limits, preference changes and opt-outs inside the process. Ask for a reason when someone leaves; inactivity is not always dissatisfaction.

MEASURE THE COHORT

Define a first-visit cohort and observe who returns within the same window. Report the denominator. Compare similar groups or stagger the rollout by week. Moving from 30 returns in 100 to 40 in 100 is ten percentage points, not ten percent. A busy month across the whole club can make a weak intervention look strong.

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CHAPTER 5 · PART II · CONTINUED

Help players find each other.

Most club games are arranged in WhatsApp groups the venue cannot see. The demand that dies there is measurable.

The game the platform makes

Playtomic reported about 90,000 open matches a month in the UK by the end of 2025. A court is reserved automatically at two players with twelve hours to go, at three players with four hours, and at four always. In mature markets the platform says open matches account for most play. Publish your open matches, keep them current and reply in the group with the link. [9][36] PLAYTOMIC

The game the group makes

“Got three, need one, 7pm Thursday.” Four people say yes or nobody does. Level-based WhatsApp distribution is the model in Matches Padel Solutions' cases (+53% matches at Lemonfit; +40% at Gpadel; both vendor-reported, 2024). The operating idea transfers: connect the supply of courts with the work of forming games, and give staff the time to help the people who still need it. [31] [32] VENDOR

Keep the channel under control

Agree who can join each group and how to leave. A WhatsApp group does not remove the need to manage consent, privacy and frequency. A bot inside a members' group is not permitted through the official platform; a venue-run number with structured messages is. [58]

MISSED GAMES · FREE

How many games died in your WhatsApp group last month?

Export the group chat (a built-in WhatsApp feature) or paste the messages, drop the file into PADEXA's Missed Games page, and in about a minute you get: games asked for, games that happened, where the rest died and why, who organises, who gave up, and the value of the dead demand at your own rates. Names are hashed; in private mode nothing is stored.

In our tests on real groups, a Spanish roster-style group showed 47 games asked for in eight days, twelve of which never happened; a UK short-ask group showed 38 in four weeks, fourteen of which died, most with no reply at all.

It is the fastest way to answer chapter 1's question: is the constraint courts, or is it finding a fourth?

padexa.ai/clubs [73]

TEST IT IN YOUR CLUB

Choose a defined off-peak window. Count proposed matches that complete, players who attend, realised court revenue, complaints and staff minutes. Compare with a similar window. Ask whether the bookings are additional or moved from another time.

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CHAPTER 6 · PART II

Give progress a visible shape.

Player intelligence is commercially useful when it leads to a better next session. The camera setup and the service design matter as much as the feature list.

CAPTURE MODEL	MAIN DEPENDENCY	COST SIGNALS (2026)	PILOT MEASURE
Phone-based analysis	The player's device, position and recording habit	No installation; support work still exists	Usable analyses per invitation; second use
Installed court cameras	Hardware, connectivity, maintenance, recording controls	Replay and streaming from about €45 per court per month plus setup (CourtMaster); AI analysis on request (SPASH, PlaySight); a visible premium at Padium of £20 an hour [44][33][17]	Reliable recordings per session; unrecorded sessions
Coach-assisted review	Coach capacity and a review process	Coach time at £40 to £120 an hour	Useful actions per review; coaching conversion

Begin with a player problem

A player feels stuck and cannot say why. A coach wants evidence before a lesson. A club wants to offer more than court rental. Analysis supports all three, but a report full of numbers helps only if the player knows what to do next. Replay, a highlight clip and a coaching diagnosis are different services; require evidence for each separately.

What the research can and cannot see

A 2025 peer-reviewed study found computer-vision player rankings agreed with coaches' assessments more closely than players' self-reported Playtomic levels (r = 0.78; 74% level-classification accuracy). Professional match analysis puts about 80% of points won from the net, and rally tempo in elite padel rose about 10% over 2011 to 2021. The machines can count and can rate a level; they cannot yet tell you why a Tuesday-night player stopped coming. Both facts should shape what you buy. [83][84][85][86] STUDY

Measure the player and the business separately

For analysis quality: capture failures, identity errors, disputed events, agreement with a coach. For the club: take-up, repeat use, coaching enquiries and subsequent attendance. A player enjoying a report does not prove the report caused retention.

Support the coach

A coach should be able to challenge the output, add context and choose the intervention. Do not describe a tool as a replacement for qualified judgement, least of all where pain, injury or safeguarding enters the conversation. Coaching capacity is the constraint: by March 2026, 1,676 coaches had completed the LTA's Intro to Padel Coaching CPD and 427 the Padel Instructor Core course, against a million annual players, so anything that wastes qualified attention is expensive. [2]

Institutions are moving

FIP Academy named Aiball its official AI supplier in January 2026. PlaySight's AI courts are live at six UK Vida Del Padel sites. Neither publishes accuracy or commercial results for a facility. [34][20]

PADEXA CLUB

Our approach uses a player's own phone footage. The player films from behind the court, tags who they are, and gets a report that names one fix with three clips, five pillar scores and a PADEXA Index that moves match by match. Coaches see the same evidence.

The club offer includes an entry tier and a founding facility programme. We do not publish analysis accuracy figures until our validation study completes; any retention claim has to be measured at your venue. padexa.ai/clubs [73]

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CHAPTER 7 · PART II

Run events that earn their place.

Court bookings are about 68% of a typical club's revenue. The rest is coaching, events, equipment and hospitality, and each has to be judged on contribution after the cost of delivering it.

Corporate and private events

Stratford Padel Club publishes corporate packages at £45 to £110 a head for up to 50 people and court-only corporate hire at £100 to £120 per court-hour, roughly twice its public rate. An assistant can assemble a proposal from approved options; a person confirms capacity, price and anything unusual before it is committed. Keep one event record from enquiry to reconciliation. [15][7]

OPERATOR

Price the displaced capacity

An event occupies courts that would otherwise sell. Compare its contribution with the contribution from the displaced play, including preparation, hosting, clean-up, equipment and complimentary places. Decide whether community or acquisition value justifies any gap.

Equipment without a queue

Self-service lockers extend hire and sales beyond staffed hours. Track availability, collection, returns, condition and loss; for sales, stock, margin, failed transactions and the time to fix a stuck door. A vending journey is evidence of a purchase route, not of more sales.

Hospitality, sponsorship, content

Use booking and event information to plan stock and staffing; start with expected attendance against actual sales. Define sponsorship inventory, audience measure, placement period and reporting. Secure rights to footage and branding: a recording permission is not an advertising permission.

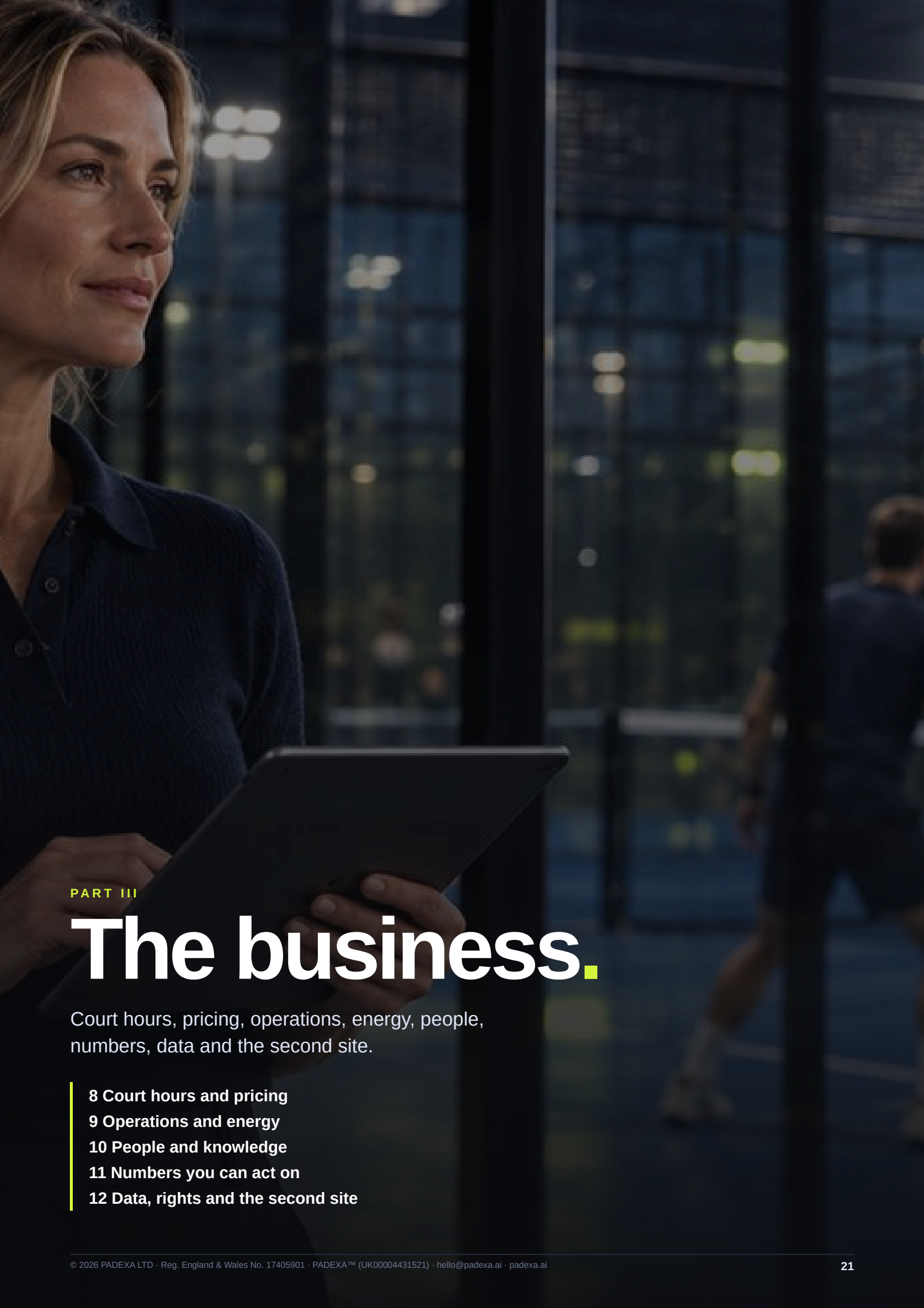
A FIRST TEST

Run one narrow offer for a defined period: an equipment bundle for beginner sessions, a corporate-day package, a hire locker in selected hours. Measure net contribution and service problems. Keep the human host on the day; automate the organiser's admin, not the welcome.



A host briefing corporate guests beside an active court. Campaign image.

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PART III

The business.

Court hours, pricing, operations, energy, people, numbers, data and the second site.

8 Court hours and pricing
9 Operations and energy
10 People and knowledge
11 Numbers you can act on
12 Data, rights and the second site

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CHAPTER 8 · PART III

Find the hours you can improve.

A venue average hides the slots, products and groups that need a different answer. Start with a reliable denominator.

60%

of bookable hours occupied across UK clubs, last 28 days

Playskan model, Sep 2026 [10]

85%

peak-hour occupancy at major UK clubs; about half of players struggle to get peak slots

Global Padel Report 2026 [7]

£50

no-show penalty at Stratford Padel Club; most venues charge in full inside 12 to 24 hours

Operator terms [15][18][19]

Define the hours

State available court-hours consistently and say whether maintenance and restricted periods are excluded. Keep paid, attended and complimentary activity separate, or one club will produce three utilisation figures.

Look by time and purpose

Weekday daytime, evenings and weekends; coaching, open matches, private bookings, events, member entitlements; cancellations and incomplete matches. The first useful analysis is a weekly grid checked by the manager. An unfilled open match needs compatible players; a court empty at the same hour each week needs a different programme; a late cancellation needs a waitlist. A blanket discount diagnoses none of them.

The pricing ladder

Start from what players think a court is worth: Oxygen's 2026 benchmarks put acceptable weekday-evening prices at £13 to £28 a court-hour by format against a £42 median at the largest operators. [75] Clear published bands first (Game4Padel Glasgow: £32 peak, £24 off-peak); then off-peak packages or membership benefits (Rocket Padel: £85 a month for free weekday off-peak courts); only then anything dynamic, and only with enough demand data and a reason. We found no UK padel venue running algorithmic pricing; the golf evidence is uncontrolled. [13][16] OPERATOR

No-shows

No UK padel no-show rate has been published. Vendor claims of 10 to 20% without prepayment and 3 to 7% with prepayment and reminders are unsupported. Playtomic turns a no-show fee into an in-app debt. Measure your own rate before buying a fix. [37]

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
07:00	40%	45%	50%	45%	35%	85%	80%
09:00	55%	60%	55%	60%	50%	90%	85%
11:00	45%	40%	45%	40%	35%	80%	75%
13:00	30%	35%	30%	35%	30%	70%	65%
15:00	50%	55%	50%	55%	45%	75%	70%
17:00	85%	90%	90%	95%	85%	60%	55%
19:00	95%	95%	90%	95%	90%	50%	45%
21:00	70%	75%	70%	75%	60%	35%	30%

Illustrative weekly grid, invented values, to show the diagnosis: Thursday 13:00 and Sunday evening are different problems from a full Tuesday 19:(

PROTECT EXISTING DEMAND

Track revenue and contribution per available court-hour alongside occupancy. When testing an off-peak offer, watch whether players moved from another slot. Compare total weekly behaviour, not only the target window. Stop when a pricing scheme creates confusion or exceptions; a clear price players understand is not less intelligent than a complicated one.

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CHAPTER 9 · PART III

Make the routine dependable.

The objective is a playable, welcoming facility with fewer preventable interruptions. Energy, maintenance and access each need a baseline before they need a system.

£71k
one outdoor court; £268k for four; canopy £95k to £316k, ex VAT
LTA construction note 2025 [3]

~£1
LED lighting per court-hour, LTA estimate; 2 kW at 30p/kWh is about 60p
LTA; DESNZ Q1 2026; Reitalight [3][46][47]

£1,500
sinking fund per court per year; resurface every five years
LTA construction note 2025 [3]

Energy with a baseline

UK non-domestic electricity averaged 23.6p/kWh in the first quarter of 2026, 34.3p for the smallest users. A typical LED court draws 1.2 to 3.2 kW. Booking-linked lighting therefore saves pence per idle hour; it matters where hours are long, courts are many and heating or ventilation is linked too. SR.LOBO claims up to 49% court-lighting savings at two Spanish clubs; no baseline is disclosed and no UK operator has published a figure. Record consumption over comparable periods before crediting any project. [46][47][45] VENDOR

Maintenance before prediction

Start with an asset register, inspection records and a reliable way to report a fault, each linked to a court, a person and a completion. Predictive maintenance needs condition data and failure history; a scheduled inspection reminder is useful without being AI. Business rates can reach half the rent in warehouse conversions; model them. [21]

Use the right expertise

Access hardware, electrical systems, escape routes and fire controls need competent design, documented commissioning and named maintenance responsibility. The booking system must never become a single point of failure for physical safety.

TRACK SERVICE RELIABILITY

Failed entries · unavailable hire equipment · lighting faults · court downtime · unresolved support requests · time to restore service · energy per occupied court-hour · maintenance cost per court.

These are more useful than a supplier saying the system is “automated”. Choose one bounded process first, such as booking-linked lighting or fault reporting, and test the ordinary journey and the failure path before relying on it during unattended hours.



A facilities technician inspecting door hardware with courts ready behind her. Campaign image.

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CHAPTER 10 · PART III

Give your people better work.

Staff adoption is part of the implementation. The right answer should be available when the person who usually knows it is off shift.

Start with the team's reality

Ask the people doing the task to show you the last awkward example. They know which information is missing, which customers need reassurance and which “quick job” takes half an hour. Use that detail to define the workflow. Explain what the tool will do, what a person still decides and how errors are raised. Measure the service, not the number of AI outputs accepted, and give staff permission to reject a poor answer.

Handovers and rotas

A shift handover should show outstanding customer issues, court faults, event changes and who owns each. An assistant can draft it from approved records; the outgoing team confirms the exceptions. Use expected activity to inform rotas while keeping the manager's knowledge of coaching, hospitality and accessibility. One corporate group can need more attention than several regular games.

A small trusted library

Opening procedures, prices, booking policies, programme descriptions, equipment rules, escalation contacts. Each item has an owner and a review date. Remove contradictions before connecting a knowledge assistant. The assistant points to the policy it used; when information is missing it says so and routes to a person. Staff correct the source, not the output.

Test the difficult questions

A refund outside policy. A junior arriving alone. A complaint about a coach. A request for another player's details. A price that changed last week. Passing the easy FAQ is not enough. Keep credentials, personal records and incident details out of any general-answer library.

Treat released time honestly. If a task takes fewer minutes, decide where the time goes: a better welcome, more coaching enquiries handled, less overtime. Payroll saving exists only when the cost actually falls. Otherwise show it as capacity. UK survey evidence agrees: 95% of AI-using SMEs report no effect on headcount. [50]

WHAT TO MEASURE

Correct answers, source freshness, time to resolve, escalation quality, repeat errors, and whether the team uses the workflow without prompting. Review a sample of unanswered or corrected queries each month; they are clues about the business process as much as the assistant.

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CHAPTER 11 · PART III

Get to numbers you can act on.

Automate the preparation. Keep financial decisions and records under proper control. Every measure on the owner's page should change a recurring decision.

Reconcile the journey

Link booking, payment, refund and bank settlement with dependable references. Allow for split payments, credits, no-shows and cancellations. Investigate exceptions rather than forcing every difference into a convenient category. Document tools can extract invoice fields and suggest coding; staff check supplier identity, duplicates, amounts and authority. Keep payment authorisation separate from the tool proposing the entry.

Understand activity economics

Compare courts, coaching, events and ancillary sales with consistent treatment of income and direct costs. Discuss overhead allocation and accounting treatment with your accountant; management reporting and statutory accounts serve different purposes.

A first workflow

Assemble the weekly management pack from approved exports before automating any financial action. Measure preparation time, reconciliation differences and the decisions the pack supports. Missing data must not silently become zero; show the confidence to place in each total.

Read the business together

Demand, participation, court use, contribution and service exceptions in the same meeting. If first bookings rise but returns weaken, acquisition is not the whole story. If utilisation rises while contribution falls, look at mix, discounts and costs.

A small dashboard with a purpose

MEASURE	DEFINITION TO AGREE	DECISION IT SUPPORTS
First visits	New identifiable attendees in the period	Acquisition quality
Second visit rate	Return within a fixed window, with the denominator	Welcome and follow-up
Off-peak utilisation	Booked hours ÷ available hours, same rule every week	Programme and distribution
Court-hour contribution	Revenue less defined direct costs, per available hour	Activity and pricing mix
Games that died	Requests in your groups that never became a booking	Matching and open-match strategy
Admin minutes	Time on a named process	Workflow redesign
Service exceptions	Failed journeys and time to resolve	Reliability and staffing

Do not add a metric because a tool can calculate it. Add it when it changes a recurring decision. Keep the detail available for investigation rather than crowding the owner's page.

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CHAPTER 12 · PART III

Know what you can use and keep.

A booking record, a player's footage, a marketing permission and a piece of commissioned software are not the same thing. A second site should inherit a tested method, not a new set of definitions.

Separate the assets

Record who controls each, why it is used, who can access it, and how it can be exported or deleted. Personal information is not an unrestricted commercial asset. Explain what happens to recordings and analysis if a player leaves or changes provider; access to a profile is not a licence to reuse footage publicly or share it with a sponsor.

Read the contract

Access to records, permitted uses, subcontractors, retention, deletion, model training, support and exit assistance. Agree the format and cost of an export before it becomes urgent; a dashboard view is not an export right. Playtomic's API gives 90 days of history; longer history needs a permitted export or a retained dataset of your own. [35]

Commissioned work

Commissioning a copyright work does not automatically transfer copyright to the commissioner. For bespoke software, photographs or training content, agree ownership or the licence in writing. Take legal advice on material contracts. [71] GUIDANCE

The second site

Agree definitions for player, visit, paid court-hour, cancellation and contribution across sites before a group dashboard exists. Standardise intake forms, incident routes, reporting and supplier checks; keep programme choices, staffing judgement and community relationships local. Segment indoor from outdoor, new from mature, city from rural before comparing. Treat an outlier as a question, not a verdict on the manager.



A facility owner reviewing performance through the glass. Campaign image.

A ONE-PAGE DATA AND RIGHTS REGISTER

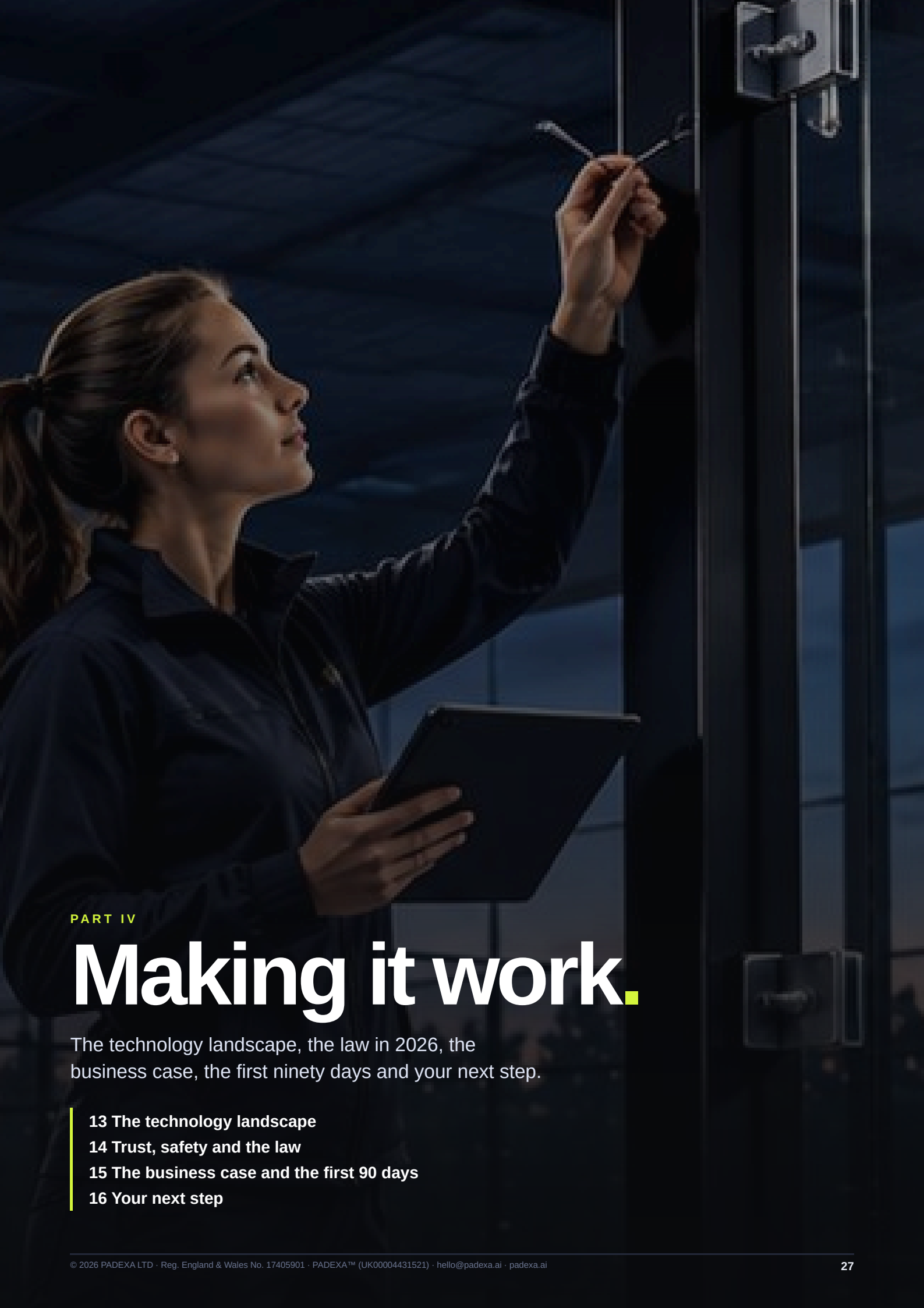
For the five systems the club depends on most: booking, payments, communications, access, video.

For each: controller · purpose · who can access · export format and cost tested · retention · contract owner · named person who can answer a complaint or a data request.

Fill the gaps before building a workflow that relies on them. Keep an independent copy of critical cloud-held data; NCSC advises not relying on a service's deleted-file window. [70]

On valuation: consistent records and repeatable processes make a business easier to run and to assess. This report makes no claim that AI adoption raises a sale price; that needs evidence about the business and the transaction.

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PART IV

Making it work.

The technology landscape, the law in 2026, the business case, the first ninety days and your next step.

13 The technology landscape
14 Trust, safety and the law
15 The business case and the first 90 days
16 Your next step

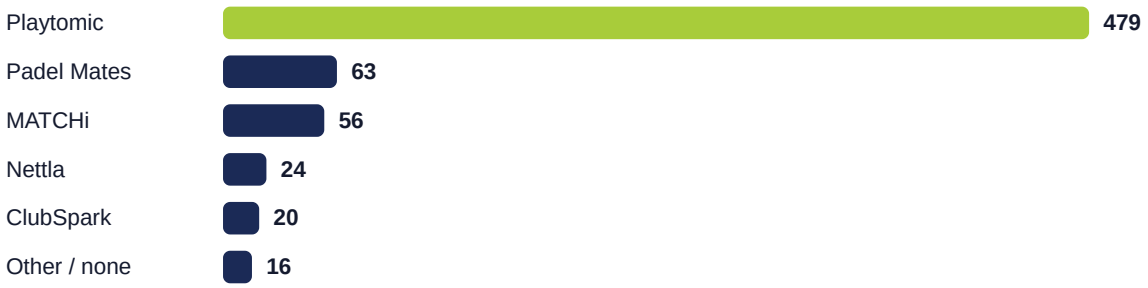
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CHAPTER 13 · PART IV

Buy against a workflow.

Write the outcome, trigger, data, action, approval and fallback. Then ask suppliers to demonstrate that exact journey on the plan you would buy.

BOOKING PLATFORM BY UK CLUB · 658 CLUBS · PLAYSKAN, SEPTEMBER 2026



Playtomic estimates its own UK share at about 80%. Source 10, 9.

The booking platform is the record

Playtomic is on 479 of 658 UK clubs by Playskan's count and estimates its own share at about 80%; Padel Mates has 63, MATCHi 56. Playtomic's Club API is read-only, on Champion and Master plans, with 90 days of history, a 365-day maximum range and about one call a minute. CourtReserve offers read or write keys on its Advance, Momentum and Enterprise plans at 60 calls a minute. Confirm the endpoint and the action; a key existing does not mean every operation is enabled. Playtomic's GBP plan prices are not published; get a written quote. [10][9][35][39][38] VENDOR

Check what you already have

Native booking rules, reminders, reporting and customer groups may already cover the requirement. Connecting a supported feature is simpler to maintain than a parallel system.

Buy, configure, connect or build

Most first workflows are configure-and-connect: an automation tool reading exports or a supported API, an approved source of answers, a messaging tool with consent built in, and a person approving anything that goes to a customer. Building your own app is the last resort, and cheaper than it was.

Representative tools and 2026 list prices

Ex VAT, as published on 25 September 2026; several vendors price in USD or EUR. Presence here is neither endorsement nor a claim that every feature works at every UK venue. [72]

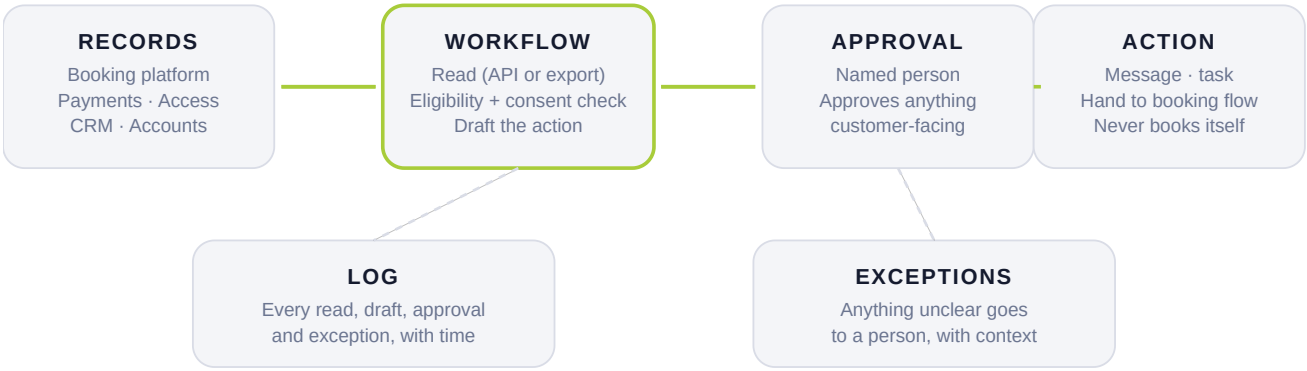
JOB	EXAMPLES	ENTRY PRICE	WHAT THE PRICE GATES
Automation between systems	Zapier · Make · n8n	Free tiers; $19.99, $12 and €20 a month	Tasks or credits per month; AI agents extra
Build a small app or portal	Base44 · Lovable	$20 to $25 a month	Message and integration credits; hosting
Email and messaging with consent	Brevo · Klaviyo · HubSpot	Free; $9, $20 and $20 a month	Contacts and sends; automation on higher tiers
Enquiry assistant	Tidio · Intercom Fin	Lyro from $32.50 a month; Fin $0.99 per resolution	Conversations resolved; channels
WhatsApp Business Platform	Meta via a provider	About $0.022 utility, $0.064 marketing per message	Provider fee on top; service messages billable from Oct 2026
Access control	Paxton Net2 · Kisi · Smart Padel · MATCHi QT	£536 single-door kit; Kisi $850 + $475 + $99 a month; others on quote	Installation, offline behaviour, booking link
Video and analysis	CourtMaster · SPASH · PlaySight · PADEXA	€45 per court per month; others on quote; PADEXA per player	Capture, storage, rights, validation

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CHAPTER 13 · PART IV · CONTINUED

Check the connection before the promise.

A sensible architecture keeps records where they live, passes only what the workflow needs, checks permission before acting, logs everything and sends exceptions to a person.



Illustrative integration design. Supported read/write permissions and actual data availability govern each connection.

Live or scheduled?

Ask whether the process needs live data. A first-visit follow-up can run from a nightly export. An enquiry assistant needs live availability only if it will quote a slot; otherwise it hands over. A rate limit of one call a minute rules out a live dashboard on Playtomic's API but not a daily one.

Human approval points

Anything that reaches a customer, changes a price, moves money or touches a child's record has a named approver until the workflow has earned less oversight. Start with staff approving every outgoing reply; reduce approval only for narrow, tested categories.

Test beyond the happy path

Duplicate records. Changed bookings. Missing participants. Opt-outs. Stale data. The clocks changing. Agree who notices a failed connection and how it is repaired. A supplier handover should answer all of these.

Other business systems

For CRM, accounting, point of sale and staff knowledge, start with the connection your existing provider supports. Shortlist against the exact record and action you need. This edition does not benchmark generic business software.

SPECIFY IT ON ONE PAGE

Outcome · trigger · data needed and where it lives · action · who approves · what happens when it fails · how it is paused · who owns it · how it is measured. Ask three suppliers to demonstrate that page. The one that shows you the failure path is the one to talk to.

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CHAPTER 13 · PART IV · CONTINUED

What the market sells, honestly compared.

A buyer's map of what operators are actually offered, at what published price, before you ask anyone to demonstrate anything.

Booking and venue software

Playtomic does not publish UK prices; third-party listings put its four Manager plans between about €24 and €274 a month, with a commission on marketplace bookings and a player-side service fee on top. MATCHi and Padel Mates quote on request. ClubSpark is free for LTA-registered venues, with a 0.8% platform fee plus the card processor's charges on payments. This layer is mature, and switching cost, not features, decides most of it. [38] [87]

Fixed cameras and court hardware

Veo's plans render at checkout rather than on a price list; third-party listings put the Cam 3 near $1,500 with subscriptions from about $42 to $178 a month. Wingfield's published court box is €6,999 including VAT plus €59 a month on a 24-month term. Spiideo and PlaySight quote on request. For a four-court club, fixed video is a five-figure capital item before it records a match, and every subscription is per court. [88][20]

Player-side analysis

SwingVision tracks shots from a phone at £99.99 to £299.99 a year depending on tier, built for the player with their own tripod rather than the venue. Dartfish serves coaches from €7 to €180 a month. Match-organising apps rate players but do not analyse video. [89][90]

The gap in the middle

Between free-for-everyone WhatsApp groups and five-figure-per-court hardware sits most of British padel: casual players who generate no data, and operators who cannot see demand, level progression or churn forming in the groups. Smartphone-first analysis needs no installed hardware, no capital budget and no IT project; it turns footage the players already take into intelligence the operator can act on. That is the space this report is written from, and it is a claim we make about our own product, so check it like any other vendor claim. [34]

PRICES MOVE

Every figure above is the vendor's published price, or a third-party listing where the vendor publishes none, on 25 September 2026. Ask each supplier for a written quote against your own workflow before comparing anything.

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CHAPTER 14 · PART IV

Trust, safety and the law in 2026.

Customers should understand how their information is used and the club should be able to explain it. The rules moved this year. This is implementation guidance, not legal advice.

AREA	WHAT APPLIES, WITH DATE	WHAT TO DO
Marketing	PECR soft opt-in for existing customers (details collected in a sale or negotiation; similar services; opt-out at collection and in every message). Maximum fine £17.5m or 4% of global turnover from 5 Feb 2026. Social-media DMs count as electronic mail. [61] [60]	Connect suppression and preferences to every sending tool. Separate service messages from promotion.
Complaints	Every controller must have a data-protection complaints procedure and acknowledge within 30 days, from 19 Jun 2026. [60]	Write it, name the person, put it on the site.
AI and automated decisions	DUAA reframed automated decision-making; ICO guidance on ADM and profiling due winter 2026; a statutory AI code expected 2027 with a children's component. Current ICO AI guidance stands. [65]	Keep a person in any decision that affects a player materially: refusals, bans, price differences.
DPIA triggers	New technology uses including AI, which the ICO lists as its 'innovative technology' trigger; large-scale monitoring of a public place; profiling; marketing to children. [62]	AI court cameras, profiling-based pricing and junior marketing each need an assessment.
Recording	Security surveillance, coaching footage and marketing clips are different purposes with their own lawful basis, transparency and retention. No ICO guidance is specific to sports-performance video; general UK GDPR applies. [63]	Consent for security CCTV does not cover analysis or clips. Optional analysis needs a route in and a workable alternative.
Children	The Children's Code applies to a booking app or site under-18s are more likely than not to use. LTA registered venues must meet five safeguarding standards including a trained welfare officer. [64] [6]	Assess the app against the code's standards; keep junior programmes on a separate, stricter design.
Cookies	First-party statistics and preference cookies exempt from consent since 5 Feb 2026, with information and a simple opt-out; advertising cookies still need consent. [60]	Update the banner; do not treat the exemption as covering tracking.

Name the person who oversees the process and can answer a complaint or a data request. Make the player-facing explanation match what the system actually does: what is collected, who sees it, why, for how long, and how to exercise rights.

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CHAPTER 14 · PART IV · CONTINUED

Keep responsibility visible.

An unattended reception does not remove the need for a responsible operating team. The duties below fall on the owner whether or not anyone is on site.

DUTY	WHAT APPLIES	FOR AN UNSTAFFED VENUE
Fire safety	The responsible person must carry out and, since Oct 2023, record in full a fire risk assessment, whatever the size of the premises. [68]	The assessment must cover members of the public evacuating themselves with nobody on site: signage, lighting, alarms, exits that open, who is called.
Lone working	HSE INDG73: risk assessment, monitoring, training and emergency procedures for people working alone. [69]	Cleaners, coaches and the person who closes up are lone workers when the desk is empty.
Accessibility	Equality Act services code (draft 2026): the reasonable-adjustments duty is anticipatory and covers online services. [67]	App-only entry needs an alternative route: a phone line, a staffed slot, assisted entry.
Terrorism protection	Martyn's Law: standard tier for premises where 200 to 799 people are reasonably expected at once; duties not before April 2027. [66]	Most clubs are below 200. Check event days against the threshold, not fire capacity.
Safeguarding	LTA venue standards: policies, awareness, welfare officer, checks, safeguarding embedded in operations. Howden's guidance for registered venues expects a responsible adult on site for juniors. [6]	Do not extend adult unstaffed access to junior sessions. Route concerns to a person, never a ticket.
Accounts and recovery	NCSC: individual accounts, appropriate authentication, permissions that fit the task, tested restores, an independent copy of cloud-held data. [70]	Remove access when roles change. Keep a record of critical suppliers, contacts and recovery steps.
Insurance, lease, licence	Registered-venue cover through the LTA scheme; insurer conditions for unattended hours are not published. [6]	Confirm planning, lease, licence and insurance conditions in writing before opening unstaffed. A 24-hour venue overseas proves nothing about a UK site.

A PRACTICAL READINESS REVIEW

Before changing the operating model, walk through a failed entry, a safeguarding report, an unavailable court and a supplier outage. Name who responds and how quickly. Resolve any gap that leaves a player or a colleague without a workable route to help.



A one-to-one junior session with a qualified coach observing. Campaign image.

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CHAPTER 15 · PART IV

Count the benefit once.

Build the case from additional contribution and actual cost changes, with assumptions an owner can replace with their own numbers.

A worked example

The figures are illustrative and anchored to the UK evidence in this report: a £30 net court-hour (between the LTA's £27 average and Playskan's £34) and a six-court venue at 60% occupancy. Assume a first-visit follow-up and open-match workflow adds 12 paid court-hours a week, with £5 of direct variable cost per added hour. That is £300 of weekly contribution, about £1,300 a month.

Include the ongoing cost

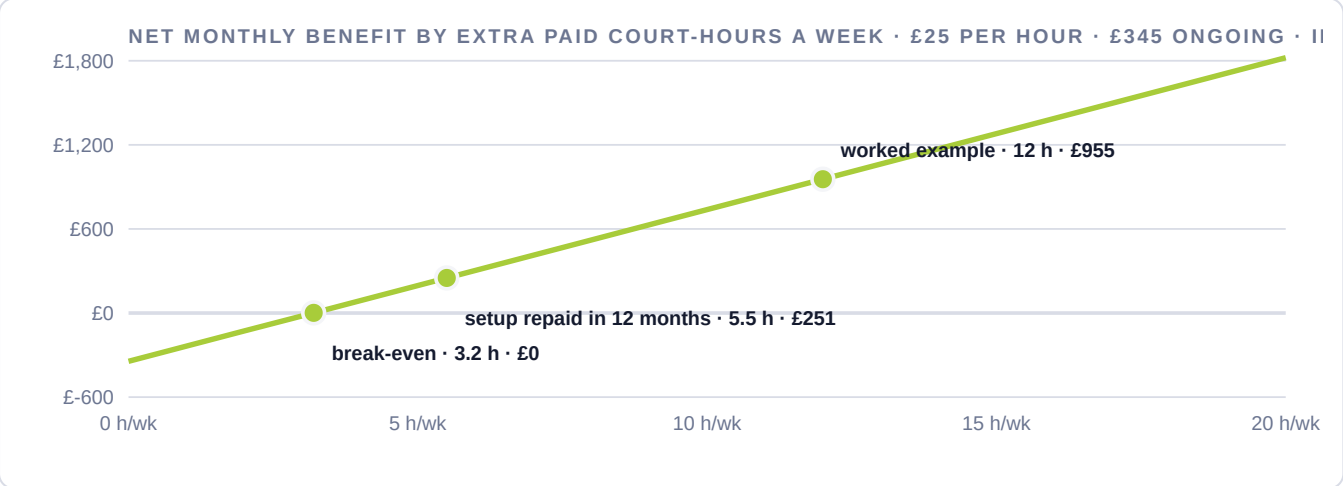
Software and messaging at £150 a month. Oversight of three hours a week at £15 an hour, about £195 a month. Net monthly benefit about £955.

Show the upfront cost

With £3,000 of setup (configuration, source writing, staff time), simple payback is a little over three months once the extra demand is achieved and sustained. First-year net benefit about £8,500. Ramp-up, financing, tax and wider site costs are excluded; model them where relevant.

Do not double-count

If follow-up causes the extra booking, do not also count it as a utilisation gain and a retention gain. A released staff hour is a cash saving only when the cost falls. Replace the assumed 12 hours with evidence from your pilot, adjusted for cancellations, discounts, displaced bookings and support costs.



DECISION	USE IT WHEN
Automate	The task repeats and the action is supported by the platform
Redesign	The process or the service promise is unclear
Integrate	Existing systems already hold the answer
Train	People need a consistent method or a reference
Leave alone	The value is small or human judgement is essential

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CHAPTER 15 · PART IV · CONTINUED

Ask what happens if demand is weaker.

A business case should show the threshold, not only the attractive result. Put your own numbers in.

THE WORKED ASSUMPTIONS AT DIFFERENT DEMAND

EXTRA HOURS / WEEK	NET MONTHLY BENEFIT	SIMPLE PAYBACK ON £3,000	FIRST-YEAR NET
0	−£345	no payback	−£7,140
3	−£20	no payback	−£3,240
5	£197	15.3 months	−£640
8	£522	5.8 months	£3,260
12	£955	3.1 months	£8,460
16	£1,388	2.2 months	£13,660
20	£1,822	1.6 months	£18,860

PUT YOUR OWN NUMBERS IN

The interactive edition of this report has a calculator: move the sliders for extra hours, price, variable cost, monthly cost, oversight and setup, and the net benefit, payback and break-even update. padexa.ai/clubs

The arithmetic: monthly contribution = (price − variable cost) × extra hours × 52 ÷ 12; ongoing cost = software + oversight hours × £15 × 52 ÷ 12; net = contribution − ongoing; payback = setup ÷ net.

Understand the threshold

At the worked assumptions, about 3.2 additional court-hours a week cover the ongoing cost of the workflow. Recovering £3,000 of setup within twelve months needs about 5.5 additional hours a week, sustained. These are calculations, not forecasts.

Adapt to the venue

A small self-service facility assesses extended-hours contribution against hardware, remote support and the fire and access design. An established club assesses repeat play against follow-up and oversight cost. A group includes central support, local training and the difference in adoption between sites.

Keep the decision local

Use your achieved price, marginal costs, booking length and capacity. Do not convert player visits into full court revenue unless those visits create a genuinely additional paid court-hour. Check cash-flow timing as well as eventual payback.

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CHAPTER 15 · PART IV · CONTINUED

Your first ninety days.

A working launch is a milestone. A measured, adopted workflow is the objective. Retention effects need longer than the launch.

DAYS 1–15	DAYS 16–30	DAYS 31–60	DAYS 61–90
Baseline	Build narrow	Run with oversight	Decide

PADEXA recommended sequence. Retention measurement extends beyond ninety days.

Days 1 to 15 · Baseline

Observe the process and agree the baseline. Confirm data access, permissions, platform limits and the person responsible. Choose one primary measure, the quality checks and the date on which you will decide.

Days 16 to 30 · Build narrow

Build a narrow version and test it on representative examples: changed bookings, missing data, opt-outs, unusual questions. Let staff see what it would have done before it reaches a customer. Document how to pause it.

Days 31 to 60 · Run with oversight

Run at the agreed level of approval. Record errors, corrections, staff time and customer responses. Improve the process while keeping a record of changes. Do not keep changing the audience and the measure.

Days 61 to 90 · Decide

Review outcome and total cost against the baseline and a comparison. Expand, revise, keep observing or stop. Include serious errors and customer harm as stop conditions regardless of the commercial number.

FIND OUT WHETHER IT WORKED

Eligibility. Define a first visit, the adult audience, communication eligibility and the return window. Exclude records that cannot be observed for the full period.

Comparison. Randomise or phase the rollout where practical. Otherwise compare similar groups and say so. Track seasonality, prices, new programmes and other marketing.

Honest measures. Counts and rates. Staff review time, message costs, failed sends, wrong recommendations, complaints. Whether the return booking was attended.

Ownership. The owner sponsors the outcome; a process owner runs it; a technical owner maintains the connection; privacy, safeguarding and finance remain explicit. Leave the team a runbook the original builder does not need to explain.

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CHAPTER 16 · PART IV

Choose your next step.

Start with the problem you want to change, then choose the route that fits. Bring the evidence you have and be clear about what is missing.

FREE · TEN MINUTES

Missed Games

Export or paste a club WhatsApp group; see the games asked for, the games that died, where and why, and what they were worth at your rates. Private mode stores nothing. It answers the first question in this report: is the constraint courts, or finding a fourth?
padexa.ai/clubs [73]

PLAYERS · PADEXA CLUB

Player analysis and visible progress

For facilities that want players to film, understand one fix and come back to improve it. Entry tier and a founding facility programme; platform integrations follow the founding pilots. Bring your court count, community and coaching setup.
padexa.ai/clubs [73]

OPERATORS · AI OPS AUDIT

One working workflow

For operators whose recurring work has outgrown the inbox. We map where value is lost, rank the candidate workflows, and define a first implementation with a baseline, an owner and a success measure, then build it in 30 days. Aimed at venues with four or more courts.
padexa.ai/ai-opportunity-audit [74]

Write the first workflow down

Use this with the people who currently do the work. It is the page a supplier should be able to demonstrate.

THE PROBLEM	What happens today, who is affected, what the failure costs in money, time or friction. Use a recent example.
THE BASELINE	Monthly volume, current result, time spent. Which record supports each number. What you cannot yet measure.
THE CHANGE	Trigger · information needed · what it does · what a person still decides.
THE DEPENDENCIES	System, plan, permission, supplier, staff capability. What could stop it working.
THE MEASURE	Primary success measure · quality checks · cost measures · the comparison that is possible.
THE DECISION	Owner · review date · what result means expand, revise or stop · the fallback.



Campaign image.

OUR RECOMMENDATION

Choose one problem that matters. Measure it for a month. Fix it with the people who do the work. Decide on the evidence, including the decision that a new tool is unnecessary. Then choose the next one.

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CHAPTER 16 · PART IV · CONTINUED

The benchmark survey.

Padel in Britain has no national operating benchmark. The survey behind this report starts one, and the UK Padel Benchmark Report publishes the results in December 2026.

Why a benchmark

Operators run blind. Booking platforms hold utilisation data club by club, but nothing publishes what a UK padel venue should expect: fill at peak, coaching share, churn, price bands. Sweden's correction, Oxygen's finding that regular play is the next opportunity, and London's first soft month all say the next phase of UK padel is operational, not expansionary, and operational phases reward whoever can compare honestly. [79][75][11]

The survey

The PADEXA Padel Operators' Benchmark Survey opens at the Racket Sports Expo on 1 October 2026. Twenty-five questions across seven sections, about ten minutes: venue profile, courts and membership, utilisation and pricing, programming and coaching, technology, retention, and the next twelve months. No sensitive financials; answerable from a booking dashboard and a manager's memory. [93]

What you get back

Every participating venue receives a two-page benchmark report against national medians and its own size band's top quartile, within fourteen days of the survey closing. The national results publish separately as the UK Padel Benchmark Report in December 2026, then annually, and only in groups of five or more venues, with percentage bands in place of raw figures, so no venue is identifiable in the published index. Participating venues receive it first.

An honest year one

The first year establishes the benchmark; it is not a finished dataset. If sixty venues answer, the index says something. If six answer, it says less, and we will say so in plain words. The index earns its authority the same way this report tries to: by showing the working.



Players talking after an evening match. Campaign image.

TAKE PART · TEN MINUTES

padexa.ai/research · The form is live. Index questions are required; the rest are optional. A work email is collected only to send your benchmark report and is stored apart from your answers. Your two-page report arrives within fourteen days of the survey closing. No payment, no discount codes. [93]

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METHOD

How to read the evidence.

Scope

This edition combines a targeted review of operator websites, supplier documentation and case studies, governing-body releases, the Global Padel Report 2026, UK official statistics and UK guidance, with PADEXA's practical recommendations. Sources were accessed and re-checked on 25 September 2026. The selection is purposeful, not a census of every padel technology or venue.

Evidence tags

LTA governing-body figures, participation defined as once in the year. PLAYTOMIC platform-observed data and a survey that skews to larger operators. DATA modelled estimates from public booking availability (Playskan), official statistics (ONS, DESNZ). OPERATOR what a venue says about itself. VENDOR a commercially interested party's claim. STUDY peer-reviewed or method-disclosed research, usually outside padel. PRESS trade or local reporting. GUIDANCE ICO, HSE, NCSC, GOV.UK and the LTA. Our proposed workflows and financial scenarios are editorial recommendations and illustrations.

What has not been established

We have not audited venue accounts, validated any vendor's algorithms or run comparative product trials. The commercial cases reviewed lack the information needed to isolate causal profit or retention effects. No UK padel no-show rate, revenue per court from audited accounts, or measured effect of open-match features on occupancy exists in public. No claim of a universal AI return is made.

How numbers were handled

Reported figures keep their date, subject and limits. Illustrative economics use explicit assumptions and checked arithmetic. Case-study percentages are never imported into the financial model. Where two bodies count the same thing differently (LTA and Playskan on courts; Playtomic and FIP on world courts) both figures are shown.

Commercial transparency

PADEXA publishes this report and sells services discussed in chapters 5, 6 and 16. Competitor products appear where relevant; their presence is neither endorsement nor a claim of partnership. Prices and pilot availability are left to the live pages.

Before you rely on a figure

Four things to reconfirm: the Global Padel Report's survey size against the PDF; Playtomic's UK plan prices and commission in writing; Padium's court prices with the operator; and any guidance page, since the ICO's automated-decision guidance is due this winter.

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SOURCES · ACCESSED AND RE-CHECKED 25 SEPTEMBER 2026

Sources.

0 **1. One million padel players in Britain.** LTA, 15 May 2026. LTA

Players are people who played at least once in the previous year. 1,825 courts, 551 venues.

https://www.ltapadel.org.uk/news/2026/may/1000000-padel-players-in-britain/

0 **2. 860,000 players: latest figures on the growth of padel in Britain.** LTA, 25 Mar 2026. LTA

End-2025: 860,000 players, 1,553 courts, 559 venues; average off-peak £7 per player per hour, £27 per court; 57% adult awareness.

https://www.ltapadel.org.uk/news/2026/march/860000-players-lta-unveils-latest-figures-on-growth-of-padel-in-britain/

0 **3. Padel Court Construction Guidance Note 2025.** LTA, 2025. LTA

Indicative costs ex VAT; LED running cost about £1 per court-hour; sinking fund £1,500 per court per year; noise and light surveys likely within 50 m of housing.

https://www.lta.org.uk/siteassets/padel/lta-padel-court-construction-guidance-note-2025.pdf

0 **4. LTA announces new padel strategy.** LTA, 11 Sep 2024. LTA

2026 targets: 1,000 courts, 400,000 annual players. Both exceeded by end 2025.

https://www.ltapadel.org.uk/news/lta-announces-new-padel-strategy/

0 **5. Quick Access Loan Scheme.** LTA, 2025. LTA

5% fixed, 2.5% in the 40% most deprived areas; not-for-profit venues only; requires online booking and a sinking fund.

https://www.lta.org.uk/roles-and-venues/venues/tennis-facility-funding-advice/quick-access-loan-scheme/

0 **6. Venue registration and safeguarding standards.** LTA, 2025–26. LTA

Five venue safeguarding standards; registered-venue insurance via Howden; 2025/26 padel registration currently closed pending a new platform.

https://www.lta.org.uk/about-us/safeguarding/venues-committees-and-volunteers/venue-standards

0 **7. Global Padel Report 2026.** Playtomic and Strategy& (PwC), May 2026. PLAYTOMIC

58,334 courts worldwide at end 2025 (+16%); 19.4m players; club survey n=185 skewed to larger, more digital operators; UK peak occupancy about 85% at major clubs; court bookings about 68% of typical club revenue; Sweden, Finland and Chile in post-boom adjustment.

https://playtomic.com/global-padel-report

0 **8. El pádel se abre paso como activo inmobiliario.** PwC Spain, 28 May 2026. PLAYTOMIC

Global club benchmarks quoted: about 70% average occupancy, 55% gross margin, roughly three-year payback. Not UK-specific.

https://www.pwc.es/es/sala-prensa/notas-prensa/2026/padel-activo-inmobiliario.html

0 **9. UK padel participation rose 125% in 2025.** The Padel Paper, citing Playtomic, 19 Feb 2026. PRESS

172,564 UK players booking on Playtomic in Dec 2025; about four sessions a month; about 90,000 open matches a month; 288 active UK clubs; Playtomic estimates about 80% UK share.

https://thepadelpaper.com/uk-padel-participation-rose-125-in-2025/

0 **10. UK padel market insights.** Playskan, 24 Sep 2026. DATA

658 clubs, 2,384 courts; average £34 per hour; 60% occupancy of bookable hours in the last 28 days; 993 courts added in twelve months. Modelled from public availability data, not accounts.

https://www.playskan.com/insights/uk-market

0 **11. London padel market insights.** Playskan, 24 Sep 2026. DATA

68 clubs, 263 courts; average £47 per hour; 70% occupancy, down five points month on month.

https://www.playskan.com/insights/city/london

0 **12. Cheapest padel courts in the UK.** Playskan, 5 Mar 2026. DATA

Analysis of 360 clubs; regional examples from £15 an hour off-peak.

https://www.playskan.com/blog/cheapest-padel-courts-in-the-uk

0 **13. Club insight: Game4Padel Great Western Golf.** Playskan, 24 Sep 2026. DATA

Peak £32, off-peak £24; 66% occupancy over 28 days. Estimate.

https://www.playskan.com/insights/club/game4padel-great-western-golf

0 **14. Bulldog Padel, Downham Market.** Bulldog Padel; Lynn News, 26 Aug 2026. OPERATOR

One indoor court, open 24/7 with a unique access code per booking via Padel Mates; £40 an hour. Opened 31 Aug 2026.

https://www.lynnnews.co.uk/news/team-behind-new-padel-court-incredibly-excited-to-open-new-9480223/

0 **15. Stratford Padel Club pricing, FAQs and private events.** Stratford Padel Club, Jul 2026. OPERATOR

Nine courts; £50 no-show penalty; corporate packages £45–£110 per person; court-only corporate hire £100–£120 per court-hour.

https://stratfordpadelclub.org/pricing/

0 **16. Rocket Padel Bristol memberships and hours.** Rocket Padel; Padel Business Magazine interview, 2025–26. OPERATOR

Memberships £10, £50 and £85 a month; Ilford open 7am to 1am.

https://www.rocketpadel.com/club/bristol

0 **17. Padium Canary Wharf reviews.** The Padel Gang; Padel Snipe, Mar–Sep 2026. PRESS

£80 an hour standard, £100 for the Centre Court with AI camera; three review sites agree, the operator does not publish prices.

https://thepadelgang.co.uk/padium-canary-wharf/

0 **18. Powerleague padel.** Powerleague, 2026. OPERATOR

27 courts across seven sites; free cancellation up to 12 hours before via Playtomic.

https://www.powerleague.com/padel

0 **19. The Padel Club terms.** The Padel Club, 2026. OPERATOR

24-hour cancellation, charged automatically via Playtomic.

https://www.thepadelclub.co.uk/club-terms-conditions

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0 **20. PlaySight partnership with Vida Del Padel.** PlaySight, 7 May 2026. VENDOR

AI SmartCourt video at six UK sites.

https://playsight.com/press-releases/partnership-vida-del-padel/

0 **21. Michael Gradon on Game4Padel and the industry.** The Padel Paper, Nov 2024. PRESS

£150–200k per court with a canopy; business rates up to half the rent in warehouse conversions; oversupply risk in Bristol.

https://thepadelpaper.com/michael-gradon-game4padel-padel-industry/

0 **22. Indoor padel dominates UK pipeline.** The Padel Paper, citing Leisure DB, Dec 2025. PRESS

188 operational multi-site venues, 96 planned; more than 75% of planned courts indoor or covered.

https://thepadelpaper.com/indoor-padeluk-default-report-leisure-db/

0 **23. UK padel pipeline.** Padelify, 20 Sep 2026. DATA

About 50 confirmed venues and 270 courts opening through 2026; no closures recorded.

https://padelify.co.uk/pipeline/

0 **24. Padel in Bristol.** Padel Underground, 2026. PRESS

33 courts across five venues.

https://padelunderground.co.uk/culture/padel-bristol/

0 **25. Five padel developments, one borough, no demand assessment.** putney.news, 13 Mar 2026. PRESS

Sweden roughly 300 courts (2019) to 3,500 (2022).

https://putney.news/2026/03/13/five-padel-developments-one-borough-no-demand-assessment-and-a-cautionary-tale-from-sweden/

0 **26. Sweden padel bankruptcies after the boom.** Archysport, citing Creditsafe; Bloomberg (16 Sep 2023), 25 Sep 2025. PRESS

About 90 padel-company bankruptcies in 2023; one operator closed about 50 of 63 sites. Peak court estimates range 3,500–4,500.

https://www.archysport.com/2025/09/sweden-padel-bankruptcy-post-boom-decline/

0 **27. Magistrates uphold nuisance finding over padel noise.** Local Government Lawyer, Jun 2026. PRESS

Barnt Green Sports Club: abatement notice upheld; £48,500 costs.

https://www.localgovernmentlawyer.co.uk/planning/401-planning-news/100883-magistrates-court-upholds-nuisance-finding-over-explosive-noises-from-padel-courts

0 **28. Council defends Harrogate padel refusal amid appeal.** The Stray Ferret, Sep 2026. PRESS

Two David Lloyd courts refused on noise and amenity, 28 Apr 2026.

https://thestrayferret.co.uk/news/latest/council-defends-harrogate-padel-courts-refuse-amid-appeal

0 **29. A noise assessment for padel.** May Walters Acoustics, Aug 2025. STUDY

About 6 dB louder than tennis at 5 m from the side; 88 impacts per five minutes versus 50.

https://maywalters.com/wp-content/uploads/2025/08/Summary-Paper-A-Noise-Assessment-for-Padel.pdf

0 **30. Padel Play case study.** Matches Padel Solutions, Feb 2024. VENDOR

Vendor-reported: +43% energy and operating cost saving; +38% new active players in level groups. Two clubs in Catalonia.

https://matchespadelsolutions.com/caso-de-exito-padelplay/

0 **31. Lemonfit case study.** Matches Padel Solutions, Apr 2024. VENDOR

Vendor-reported: +53% matches in three months, twice as many off-peak matches. Lisbon.

https://matchespadelsolutions.com/clubs-lemonfit/

0 **32. Gpadel case study.** Matches Padel Solutions, Feb 2024. VENDOR

Vendor-reported: +40% matches, 95% less manual management. Italy, six centres.

https://matchespadelsolutions.com/success-case-gpadel/

0 **33. Match Analyzer launch at Esprit Padel.** SPASH, 4 Jun 2025. VENDOR

Automated rally detection and about 20 statistics minutes after a match; price not published.

https://spash.com/en/match-analyzer-ia-clubs-padel/

0 **34. FIP Academy chooses Aiball as Official AI Supplier.** International Padel Federation, 12 Jan 2026. PRESS

Institutional relationship; no accuracy or commercial results published.

https://www.padelfip.com/2026/01/fip-academy-chooses-aiball-as-official-ai-supplier/

0 **35. Playtomic API complete guide.** Playtomic, 17 Aug 2026. VENDOR

Read-only; Champion or Master plan; past 90 days plus future bookings; 365-day maximum range; about one call a minute.

https://helpmanager.playtomic.com/hc/en-gb/articles/38836515997073-Playtomic-API-Complete-Guide

0 **36. Cancellation policy for open matches.** Playtomic, 2026. VENDOR

Court auto-reserved at two players with 12+ hours to go, three players with 4+ hours.

https://playerhelp.playtomic.com/hc/en-gb/articles/19831672824465-Cancellation-Policy-for-Open-Matches-Padel-Tennis

0 **37. What happens if a player doesn't show up.** Playtomic, 2026. VENDOR

No-show fees become an in-app debt.

https://playerhelp.playtomic.com/hc/en-gb/articles/43240624037393-What-happens-if-a-player-doesn-t-show-up

0 **38. Pricing and subscription plans.** Playtomic Manager, 6 Feb 2026. VENDOR

Standard, Professional, Champion, Master. GBP prices not published; obtain a quote.

https://helpmanager.playtomic.com/hc/en-gb/articles/20535458071313-Pricing-and-subscription-plans

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SOURCES · CONTINUED

0 **39. Set up API access.** CourtReserve, 12 Aug 2026. VENDOR

Advance, Momentum and Enterprise plans; read or write keys; 60 calls a minute.

https://help.courtreserve.com/en/articles/10414722-set-up-api-access-integration

0 **40. Information about QT.** MATCHi, 4 Jun 2025. VENDOR

Per-player entry codes valid only during a booking; lights on before and off after. UK availability not stated.

https://matchi.zendesk.com/hc/sv/articles/17957711960221-Information-om-QT

0 **41. MATCHi partnership with Game4Padel.** MATCHi, 11 Feb 2022. VENDOR

MATCHi's UK entry.

https://playmore.matchi.com/en/matchi-insights/matchi-agrees-partnership-with-leading-uk-padel-operator-game4padel

0 **42. Kisi pricing.** Kisi, 2026. VENDOR

Controller $850, reader $475, software from $99 a month; installation extra.

https://www.getkisi.com/pricing

0 **43. Paxton Net2 single-door kit.** Fire Detection Shop, 2026. VENDOR

£535.71 ex VAT, hardware only.

https://www.firedetectionshop.co.uk/products/paxton-net2-single-door-access-control-kit

0 **44. CourtMaster pricing.** CourtMaster, 2026. VENDOR

Replay and streaming from €45 per court per month, twelve-month minimum.

https://www.court-master.com/pricing

0 **45. Energy savings of up to 49% in padel clubs.** SR.LOBO via Padel Cluster, 20 May 2026. VENDOR

Vendor claim, Spanish clubs, no baseline disclosed.

https://www.clusterpadel.com/en/associate-news/20260520/srlobo-reports-energy-savings-of-up-to-49-in-padel-clubs.aspx

0 **46. Gas and electricity prices in the non-domestic sector, Q1 2026.** DESNZ, 30 Jun 2026. DATA

23.61p/kWh average excluding CCL; 34.31p for the smallest band.

https://www.gov.uk/government/statistical-data-sets/gas-and-electricity-prices-in-the-non-domestic-sector

0 **47. Padel court lighting power consumption.** Reitalight, 2 Jul 2026. VENDOR

Typical LED installations 1.2–3.2 kW per court.

https://reitalight.com/padel-court-lighting-power-consumption/

0 **48. National Living Wage from April 2026.** GOV.UK, 26 Nov 2025. GUIDANCE

£12.71 an hour for workers aged 21 and over.

https://www.gov.uk/government/news/lpc-recommendations-take-the-national-living-wage-to-1271

0 **49. Artificial intelligence in UK businesses: 2023 to 2026.** ONS, 20 Jul 2026. DATA

35% of businesses with ten or more employees use at least one AI technology; 28% of those with fewer than ten.

https://www.ons.gov.uk/businessindustryandtrade/business/businessservices/articles/artificialintelligenceinukbusinesses/2023to2026

0 **50. Half of SMEs using AI with limited headcount impact.** British Chambers of Commerce, 18 Mar 2026. STUDY

54% of firms actively using AI; 95% report no effect on headcount.

https://www.britishchambers.org.uk/news/2026/03/half-of-smes-using-ai-with-limited-headcount-impact-so-far/

0 **51. Digital Futures 2024.** Sport England and ukactive, 28 Nov 2024. STUDY

117 organisations, about 1,600 sites and four million members; average digital maturity 51%.

https://www.sportengland.org/news-and-inspiration/digital-futures-2024-report

0 **52. Time to Reply: UK fitness industry study.** Keepme, Aug 2024. STUDY

Mystery shop of 30 multi-site brands and ten public bodies: 42% of emails and 54% of Facebook enquiries never answered; average email reply 11.5 hours. Vendor-run, method disclosed.

https://www.keepme.ai/case-studies/uk-fitness-industry-study/

0 **53. The short life of online sales leads.** Harvard Business Review, Mar 2011. STUDY

Audit of 2,241 US companies: replying within an hour made a firm about seven times more likely to qualify the lead; 23% never replied.

https://hbr.org/2011/03/the-short-life-of-online-sales-leads

0 **54. Behaviour change techniques for physical activity attendance: systematic review.** BMC Public Health, 2020. STUDY

Fourteen studies, 6,788 participants: prompts and cues d = 0.01–0.16; goal-setting and review d = 1.00–1.45.

https://link.springer.com/article/10.1186/s12889-020-09898-6

0 **55. TRP 10,000 member study.** Health Club Management, University of Exeter, 2014. STUDY

Low-progress members with frequent staff contact were half as likely to cancel each month. Observational.

https://www.healthclubmanagement.co.uk/health-club-management-features/latest-features/29486

0 **56. Effective reminders.** Calzolari and Nardotto, Management Science, 2017. STUDY

Field experiment: weekly reminders raised gym attendance; effect partly persisted.

https://ideas.repec.org/a/inm/ormnsc/v63y2017i9p2915-2932.html

0 **57. WhatsApp bars general-purpose chatbots from its platform.** TechCrunch, 18 Oct 2025. PRESS

Effective 15 Jan 2026; customer-service and booking bots remain allowed.

https://techcrunch.com/2025/10/18/whatssapp-changes-its-terms-to-bar-general-purpose-chatbots-from-its-platform/

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0 **58. WhatsApp Groups API.** Meta for Developers, 2026. VENDOR

Business-created groups: up to eight participants; invite-link opt-in; Official Business Account required.

https://developers.facebook.com/documentation/business-messaging/whatsapp/groups

0 **59. WhatsApp Business Platform pricing.** Meta for Developers, 2026. VENDOR

UK: marketing $0.0635, utility $0.0220 per delivered message; service messages billable from 1 Oct 2026.

https://developers.facebook.com/documentation/business-messaging/whatsapp/pricing

0 **60. Key aspects of the Data (Use and Access) Act take effect.** Clifford Chance, Feb 2026. GUIDANCE

In force 5 Feb 2026; PECR fines up to £17.5m or 4%; complaints procedure required from 19 Jun 2026; automated decisions reframed.

https://www.cliffordchance.com/insights/resources/blogs/talking-tech/en/articles/2026/02/key-aspects-of-the-data--use-and-access--act-take-effect.html

0 **61. Direct marketing using electronic mail.** ICO, 28 Apr 2026. GUIDANCE

Commercial soft opt-in unchanged; charitable soft opt-in added.

https://ico.org.uk/for-organisations/direct-marketing-and-privacy-and-electronic-communications/guidance-on-direct-marketing-using-electronic-mail/

0 **62. When do we need to do a DPIA?.** ICO, 2026. GUIDANCE

Innovative technology including AI, large-scale monitoring of public space, and marketing to children are triggers.

https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/accountability-and-governance/data-protection-impact-assessments-dpias/when-do-we-need-to-do-a-dpia/

0 **63. Guidance on video surveillance.** ICO, 2026. GUIDANCE

Purpose, transparency and retention; no guidance specific to sports-performance video.

https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/cctv-and-video-surveillance/

0 **64. Age appropriate design: services covered by the code.** ICO, 2026. GUIDANCE

Applies where under-18s are more likely than not to use the service.

https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/childrens-information/childrens-code-guidance-and-resources/age-appropriate-design-a-code-of-practice-for-online-services/services-covered-by-this-code/

0 **65. Guidance on AI and data protection.** ICO, 2026. GUIDANCE

Automated decision-making guidance due winter 2026; statutory AI code expected 2027.

https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/artificial-intelligence/guidance-on-ai-and-data-protection/

0 **66. Martyn's Law overview.** ProtectUK, 2026. GUIDANCE

Standard tier 200–799 people reasonably expected at once; duties not before April 2027.

https://www.protectuk.police.uk/martyns-law/martyns-law-overview-and-what-you-need-know

0 **67. Equality Act 2010 draft code of practice for services (2026).** GOV.UK, 5 Aug 2026. GUIDANCE

Anticipatory reasonable-adjustment duty covers online services.

https://www.gov.uk/government/publications/equality-act-2010-code-of-practice-for-services-public-functions-and-associations-2026/equality-act-2010-draft-code-of-practice-for-services-public-functions-and-associations-2026

0 **68. Fire safety legislation changes, October 2023.** Praxis42 (summary of the Regulatory Reform (Fire Safety) Order 2005 as amended), 2023. GUIDANCE

Fire risk assessments must be recorded in full regardless of size.

https://praxis42.com/resources/fire-safety/fire-safety-legislation-changes-october-2023/

0 **69. Protecting lone workers (INDG73).** HSE, 2020. GUIDANCE

Risk assessment, monitoring, training and emergency procedures.

https://books.hse.gov.uk/gempdf/indg73.pdf

0 **70. Small organisations guide to cyber security; Back up your critical data.** NCSC, 2024–26. GUIDANCE

Accounts, devices, backups; keep an independent copy of cloud-held data.

https://www.ncsc.gov.uk/collection/small-organisations-guide-to-cyber-security

0 **71. Ownership of copyright works.** Intellectual Property Office, 19 Aug 2014. GUIDANCE

Commissioning does not transfer copyright.

https://www.gov.uk/guidance/ownership-of-copyright-works

0 **72. Pricing pages: Zapier, Make, n8n, Base44, HubSpot, Brevo, Intercom, Tidio.** Respective vendors, Sep 2026. VENDOR

List prices as published on 25 Sep 2026; ex VAT; several in USD or EUR.

https://zapier.com/pricing

0 **73. PADEXA for operators and clubs.** PADEXA, 25 Sep 2026. PADEXA

Publisher's commercial offers: PADEXA Club, Missed Games, AI Ops Audit.

https://padexa.ai/clubs

0 **74. AI Ops Audit.** PADEXA, 25 Sep 2026. PADEXA

Publisher's commercial service.

https://padexa.ai/ai-opportunity-audit

0 **75. 2026 UK Padel Report: growth, pricing and participation in a scaling sport (key findings).** Oxygen Consulting, Ray Algar, 24 Jun 2026. STUDY

Median peak price £42 per court-hour at the nine largest chargeable operators; Van Westendorp acceptable ranges £13–21 / £15–25 / £18–28; deprived-neighbourhood venues 6 to 33 (3% to 8%); five key findings. Full report £250 ex VAT.

https://oxygen-consulting.co.uk/2026-uk-padel-report/

0 **76. Padel's growth in the UK: at what price?.** Oxygen Consulting, 12 Sep 2025. STUDY

3% of English venues in the most deprived decile, 18% in the least deprived, a 6.5x gap; 215 venues at December 2024.

https://oxygen-consulting.co.uk/padel-growth-in-the-uk/

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0 **77. UK padel market analysis.** Oxygen Consulting, 20 Jun 2025. STUDY

December 2024 operator ranking (David Lloyd 66 courts, Game4Padel 45, Rocket 27.5, Rocks Lane 23.5, PDL 22.5); price bands premium indoor from £38, covered from £16, uncovered from £12.

https://oxygen-consulting.co.uk/uk-padel-market-analysis/

0 **78. Padel's rapid rise: Great Britain reaches 1,000 padel courts.** LTA, 17 Jul 2025. LTA

1,004 courts at 325 venues by region; growth series 68 (2019), 87, 150, 220, 350, 763 (end 2024).

https://www.ltapadel.org.uk/news/padels-rapid-rise-great-britain-reaches-1000-padel-courts/

0 **79. Det är nu som det stora padelvemodet rullar in.** Timbro, citing the Swedish Padel Federation, 13 Dec 2023. PRESS

Courts from a 4,200+ peak to about 3,500 by early 2023; 100+ facility closures 2022–24 (SVT).

https://timbro.se/smedjan/det-ar-nu-som-det-stora-padelvemodet-rullar-in/

0 **80. Padel boom sparks 113% surge in planning applications.** PadelNation, citing Searchland, 21 Aug 2025. PRESS

53 (2021), 82, 163, 348 (2024); 295 by August 2025, about 550 projected.

https://padelnation.uk/blog/2025/08/21/padel-boom-sparks-113-surge-in-planning-applications/

0 **81. UK padel planning applications tracker.** Playskan, Sep 2026. DATA

2,676 applications since 2005; 87% of decided applications approved; 118 days average to decision.

https://www.playskan.com/insights/planning-applications

0 **82. The value of keeping the right customers (Reichheld and Sasser, Zero Defections, 1990).** Harvard Business Review / Bain, Oct 2014. STUDY

A 5% rise in retention increased profits by 25% to 95% in the businesses studied; not padel-specific.

https://hbr.org/2014/10/the-value-of-keeping-the-right-customers

0 **83. Artificial intelligence in padel performance assessment: computer-vision and result-based rankings.** Fernandez-de-Osso and Sánchez-Trigo, International Journal of Sports Science and Coaching 21(2), 2025. STUDY

50 matches, 180 players: CV rankings vs coach ratings r = 0.78, 74% classification accuracy; Playtomic self-reported levels 74%.

https://journals.sagepub.com/doi/10.1177/17479541251370192

0 **84. Effectiveness at the net as a predictor of final match outcome in professional padel.** Courel-Ibáñez, Sánchez-Alcaraz and Cañas, International Journal of Performance Analysis in Sport, 2015. STUDY

Around 80% of points are scored at the net; winners score 34% more points there.

https://doi.org/10.1080/24748668.2015.11868820

0 **85. Tactical behaviour and net position in professional padel.** Prieto-Lage et al., Applied Sciences 14(15), 30 Jul 2024. STUDY

Up to 80% of points are won from a position close to the net.

https://doi.org/10.3390/app14156642

0 **86. Decoding the decade: evolution of technical and tactical performance in elite padel (2011–2021).** Ungureanu, Lupo, Contardo and Brustio, International Journal of Sports Science and Coaching 19(3), Jun 2024. STUDY

Shots per minute 40.0 to 44.2 (+10.5%); shots per point 9.5 to 8.8.

https://doi.org/10.1177/17479541241228059

0 **87. What are the costs of ClubSpark?.** Sportlabs help centre, 22 Apr 2026. VENDOR

Free for LTA-registered venues and accredited coaches; 0.8% platform fee plus card processor charges.

https://sportlabs.zendesk.com/hc/en-us/articles/203030535-What-are-the-Costs-of-Clubspark

0 **88. Wingfield court box.** Wingfield shop, Sep 2026. VENDOR

€6,999 incl. VAT plus €59 a month, 24-month minimum; padel pricing on request.

https://shop.wingfield.io/en/products/wingfield-court

0 **89. SwingVision (UK App Store).** SwingVision, Sep 2026. VENDOR

Plus £99.99, Pro £179.99, Max £299.99 a year.

https://apps.apple.com/gb/app/swingvision-tennis-pickleball/id989461317

0 **90. Dartfish plans.** Dartfish, Sep 2026. VENDOR

From €7 to €180 a month, annual billing.

https://www.dartfish.com/plans/

0 **91. 2025 was a breakout year for padel.** Game4Padel, Michael Gradon, 22 Dec 2025. OPERATOR

26 UK venues; about 110,000 in the UK community; over 600,000 players on its courts in 2025.

https://www.game4padel.com/post/2025-was-a-breakout-year-for-padel-and-the-year-ahead-looks-set-to-be-even-bigger

0 **92. David Lloyd Clubs becomes the UK's biggest padel provider.** David Lloyd Clubs, 3 Jul 2025. OPERATOR

166 courts across 47 clubs in the UK and Europe; 32 UK locations; monthly padel players 3,300 (Apr 2023) to 18,100 (Apr 2025).

https://www.davidlloyd.co.uk/press/padel-uk-biggest-provider/

0 **93. PADEXA Padel Operators' Benchmark Survey.** PADEXA, 25 Sep 2026. PADEXA

25 questions in seven sections; results published only in groups of five or more venues; a two-page benchmark report for every participating venue.

https://padexa.ai/research

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