

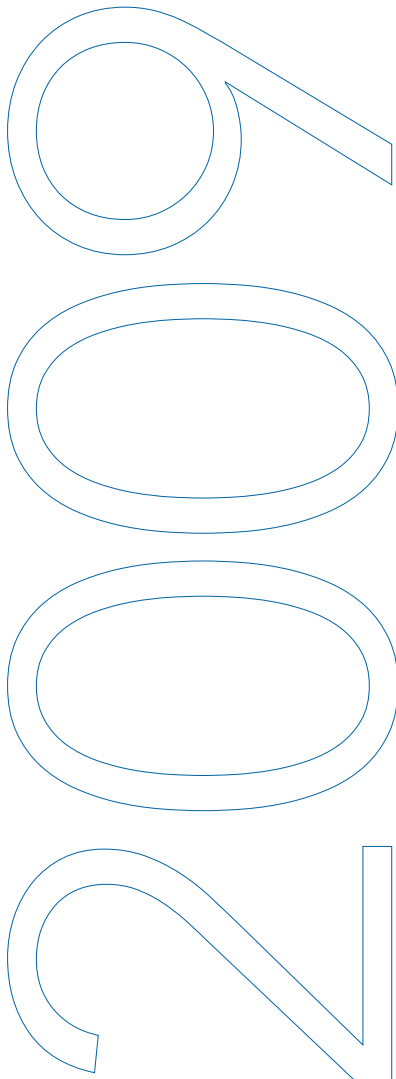


ANNUAL REPORT 2009





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Tennis Scotland Governance

Honorary President

Dennis D Carmichael OBE

Tennis Scotland Board

Chair and Director of Performance President

Gordon Baker
Christine Lawrie

Vice-President

Andree Hawke

Director of Corporate Governance

Ken Revie

Director of Marketing & Communications

Dave Macdermid

Director of Tennis Operations

Pat Reid

Chief Executive Officer

David Marshall

Company Secretary (in attendance)

Gordon Robertson

Tennis Scotland Council

Tennis Ayrshire

Fiona Page

Tennis Borders

David Laing

Tennis Central Scotland

Alan Christie

Tennis Dumfries & Galloway

Mary Park

East of Scotland LTA

Alistair Armstrong

Ross Blackwell

Hugh Masters

Highlands District LTA

Lesley McConnell

North East of Scotland LTA

Muriel Adams

Tennis Tayside

Ian Conway

Douglas Gibson

Tennis West of Scotland

Ross Johnstone

Christine Lockhart

David Mazzucco

Jim Reid

Clive Thomson

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CEO WELCOME

The past year has witnessed further excellent achievements in all areas of tennis in Scotland.

In broad terms we have yet again 'raised the bar' by achieving the majority of the challenging targets set through our Key Performance Indicators (KPI's). Several of these are detailed in the various portfolio holders reports while on a national level things also continue in the right direction with the number of players in the top 100 (9 up from 4), regularly competing juniors (30,631 compared to 21,344) and British Tennis Membership (260,000 up from 196,251).

The major change process that has underpinned British tennis over the past couple of years has continued and with our full Tennis Scotland TDM team now in situ for the first time, I am confident that a period of stabilisation will be what characterises the year we are about to enter.

Given the global financial uncertainties that have been with us throughout the year, I am delighted to report a robust financial performance for the period and having secured a funding increase for 2010 from both of our major partners, we can approach our next significant challenges with a reasonable degree of confidence. That said, it remains an extremely challenging environment in terms of attempting to maximise commercial opportunities and that is an area in which we continue to deploy as much in terms of resources as we possibly can.

The profile of the sport in this country continues to increase while, from a Tennis Scotland perspective, the PR 'hot spots', notably Wimbledon and the traditional tennis 'season', were homed in on with a planned and sustained media drive with notable successes.

The feedback following the launch of our long awaited new website in the summer has been extremely positive and, as further areas of the site become populated, this will form the fulcrum of our marketing thrust going forward.

Looking to the future, there are many further challenges ahead as we look to take our wonderful sport to the next level. One of the key focuses for the team during next year



will be the rolling out of the schools programme while the forthcoming affiliation changes introduced by the LTA will have an impact as the consequences become clearer.

In moving forward at a pace that allows us to consistently realise our objectives, the Tennis Scotland team must be seen to be 'enablers' and not 'deliverers' – and be in a position where we can be the catalyst to ensuring our clubs raise their bars as well, initially by securing Clubmark status.

'No Clubmark – no future funding' is a stark message but it is the right one! Clubmark clubs (37 to date in Scotland and ahead of target) welcome existing and potential members, enjoy links with local schools, boast excellent coaching and competitive programmes and promote fun in an environment where players of all ages and abilities are encouraged to participate.

In summary, while we are on track at so many levels, there are still many real challenges ahead that, with everyone within the Tennis Scotland 'family' pulling together, we can significantly increase participation numbers within Scotland. We can make a difference.

David Marshall

MARKETING & COMMUNICATIONS

It really is hard to believe that another year has come and gone in what appears to have been 'the blink of an eye' and yet, looking back, a fair amount has been accomplished in the intervening period.

In last year's report, I lamented the continued lack of an acceptable official website and stated that our number one goal for 2009 was to address that particular situation. Thankfully the new site was successfully launched in the summer (not before time, I know!) and although there is still much to be done in terms of its long term development, we now do have a website that can be easily kept up to date and, more importantly, is being used.

A degree of success was achieved in terms of raising the profile of not simply Tennis Scotland but the CEO in particular to the extent that several of the major media organisations now proactively contact the organisation for comment on topical issues within the sport rather than the previous situation of the issuing of reactive news releases.

The revised format for the presentation of the various Tennis Scotland awards was, on the whole, reasonably successful with particular highlights being Andy Murray and Elena Baltacha receiving their respective Player of the Year trophies on primetime national television.

On the staffing side, the Marketing & Communications department received a blow when Sophie Ashcroft, who had been instrumental in co-ordinating a number of major initiatives including brand guidelines and the awards, elected to further her career away from Tennis Scotland, although in her new role with AEGON, Sophie remains heavily involved with the sport. However we struck lucky when Lee Boucher accepted an offer to take over many of Sophie's previous duties in addition to assuming responsibility for the day to day running of the administration office.

Dave Macdermid



PERFORMANCE

The past twelve months has witnessed a significant rise up the rankings for many Scots, bringing with it a significant impact on the world game and surpassing previous years' achievements yet again.

While Andy edges ever closer to a Wimbledon singles final, Colin Fleming, Jamie Murray and Elena Baltacha moved inside the top 100 and with the most significant progress being made by Jamie Baker rising 652 places in less than 6 months, the dream of 4 Scottish players in the Davis Cup team could yet become a reality.

Peter Nicolson has been appointed as the team leader for next year's Commonwealth Games in Delhi. This will be an exciting new experience for the players to compete as part of Team Scotland in a major games. A short list of potential players includes the players mentioned above, as well as Mhairi Brown and Claire Birnie, with selection taking place in April.

Our juniors have continued to excel with Joanna Henderson, Alice Keddie, Maia Lumsden, Anna Brogan, Ross Wilson and Vincent Gillespie all representing Great Britain in their respective age groups. Morven McCulloch was selected for the Youth Olympics and Katie Gater represented Great Britain at the World Student Games. Alice Keddie has achieved a European 14U ranking inside the top 50 with another year in this age group.

Gordon Reid maintained his world number 1 junior ranking and now moves into the senior game having become the youngest ever British Open Champion in 2007 and, along with Kevin Simpson, has been selected for the elite wheelchair squad in preparation for London 2012.

Congratulations to Kris Gray, Mark Walker, Kris Soutar and Derek Brown who all achieved the performance coach award during 2009.

The performance team, although disappointed to say goodbye to Mike Aitken who moved back into coaching, continues to work hard with the coaches to support the development of talented players through the infrastructure of district performance clubs, regional centres and the Scottish National Tennis Centre.



With Jordan Gray heading up the Glasgow programme and Mhairi Brown leading in Edinburgh, the player base is increasing each year, while Judy Murray continues to provide support, mentoring our coaches.

Scotland has again seen an increase in the number and standard of players gaining selection for the GB national talent ID roadshows from 19 to 23 with the total number of junior players on the GB performance pathway increasing from 40 to 48.

Scotland emerged as Home Nations champions for 2009, regaining the title from England after winning 67% rubbers, compared to England's 65%, after both countries had finished with 14 points.

Congratulations to all players and coaching teams on a very successful year.

Gordon Baker/Ellinore Lightbody

COACH EDUCATION & CHILD PROTECTION



An extremely busy year has witnessed no fewer than 16 Level 1 courses being held involving 153 participants and six Level 2 courses with 69 delegates.

These courses are now promoted through Scottish Universities Sport in addition to the College of Further Education network and for the coming year, twelve courses are expected to be scheduled. A network of Mentors has been established to assist candidates through L1 and L2 courses, providing them with course resources and the courses are also registered with SQA, a condition of continued **sportscotland** funding.

A successful application to Skills Development Scotland has allowed Tennis Scotland to draw down funding to appoint Modern Apprentices with four having been appointed in Tayside/Fife (1), Ayrshire (1) and the East (2).

Earlier this year, Tennis Scotland entered into a joint partnership with **sportscotland** and several Local Authorities to jointly fund the individual development of six female coaches. This three year programme enables each coach to access up to £1000 per annum to fund their development in line with agreed action plan. The programme is in partnership with Glasgow City Council (1); Scottish Borders Council (1); Edinburgh City Council (2); and Tayside & Fife (2).

A core coach course is being introduced, twelve days in length and can be scheduled at weekends to follow on from the Level 2 course. Successful candidates can become licensed and can then attend extra CPD modules to specialise as either a Club Coach or a Performance Coach. The inaugural course is scheduled for Jan 2010 with 10 candidates registering interest to date.

21 coaches have so far upgraded from DCA to Club Coach with further Performance Coach, Senior Club and Performance upgrades scheduled.

Although the coach registration scheme is now active, it is too early to gauge the impact, if any, on the numbers of Licensed coaches. The number of Registered Coaches will be a Coach Education target for 2010, and a drive is underway through course tutors to promote the scheme.

Another successful Annual Coaches Conference was held in October at Stirling attended by 92 coaches, with the delegate feedback on the guest speakers extremely positive.

Throughout the course of the year, nine Tennis Scotland and three Tennis Coach UK Roadshows were staged while an LTA coach Forum held was held in March.

Twelve Child Protection workshops were delivered with 146 attendees while meetings took place with Children 1st to look at the implementation of the new VBS scheme in Scotland and linking with the LTA.

Mat Hulbert



TENNIS OPERATIONS

Underlining how much has been achieved over the course of the year, Tennis Scotland achieved its targets by 30th September, full details of which can be found on page 9 of this report.

Clubmark, the national accreditation scheme that recognises good practice within 'Places to Play' has, in the last 12 months, been a great success with 37 clubs across Scotland achieving this prestigious award. Clubs across eight districts are now accredited ranging from local three court clubs through to large indoor centres. All clubs that undertook Clubmark have commented on how much they have learned about their club and how they feel they have improved. In 2010, the development team will continue to work with clubs throughout the country to achieve this award.

One of the principal targets this year was to increase the number of regularly competing juniors. A key aspect of this is to expand the amount of competition at local clubs by encouraging and equipping them to set up and run local competition at an appropriate level for their players. As part of this, over 100 people have to date received competition organiser training and over 60 of these are young people. A number of coach led competition series have been set up and these have proved extremely important in terms of increasing the number of new competitors and raising the standard of their play.

Club Forums were hosted in the Spring and Autumn, with well attended events in Glasgow, Perth, Edinburgh, Aberdeen and Forres. Moving forward, this format will continue to be used to bring clubs together to share good practice with further events planned across the country.

1,500 children have benefited from the pilot HHEAPS initiative, which is partly funded by the Food Standards Agency. Schools programmes have been completed in Glasgow, Edinburgh, Fife, East Lothian and Aberdeen. The feedback and future of the scheme will be discussed with the FSA in December.



In terms of Schools (SLTF activity), The Tennis Foundation has allocated funding for work with schools principally for teacher training, school / club links and schools competition. TDM's will direct this activity through Local Authorities and Clubmark clubs.

Over the course of the year, there were 15 courses for primary teachers - 194 teachers trained and one for Secondary school teachers with 22 trained.

Cashback in the Community is a new scheme to involve young people in community based activities. Discussions have taken place with the Scottish Government and the intention is to develop a tennis programme in 2010.

As regards Tennis Scotland's events, 2009 saw the introduction of a third AEGON Pro Series event in Glasgow in January. AEGON also sponsored the Scottish Inter-Club Challenge Cup Competition ("Scottish Cup") which was won by holders Giffnock men and by Dunfermline women for a record 18th time. For a second year running, two junior ITF internationals were played at Craiglockhart immediately following the LTA Grade 2 Scottish Junior Open whilst at the other end of the spectrum, two vets internationals were held at Scotstoun and Whitecraigs. Stirling University hosted for the first time the Scottish Junior Grand Prix whilst Linlithgow men achieved success in winning the AEGON Team Tennis Scotland Open (formerly the National League). Full results of all Tennis Scotland's events for 2009 can be found on the Tennis Scotland website.

Pat Reid

FINANCE

The Tennis Scotland Accounts for the year ended 30th September 2009 show a surplus of £27,397 compared to a surplus for the previous year of £36,742. Tennis Scotland will normally show a breakeven position or similar as three quarters of our income is more or less assigned and will be spent on the activity the “ring fenced” income is specified for.

Operating income was 7% higher for 2008/09, and totalled £1,547,285 being £100,102 up on the previous year; mainly due to increased income by way of LTA Matrix funding and an additional grant to cover the running of two AEGON Pro Series events in Glasgow compared to one staged in the previous financial year. There was additional income derived from tournaments which included a charitable donation for the Junior Grand Prix of £8,333.

Coaches’ contributions for UKCC courses showed an increase over the previous year which allowed increased activity to take place in this area. Affiliation fees showed a decrease from the previous year of £6,907; a result of the David Lloyd Clubs no longer paying affiliation fees to their associated Districts as they now have a central agreement with the LTA. Sponsorship income decreased from the previous year as the uncertain economic climate made it difficult to attract new sponsors and Du Pont did not renew their agreement. Investment income at £7,322 was severely reduced from the previous year reflecting the current environment of lower interest rates as a consequence of the Bank of England’s interest rate policy. The Board was very conscious of the need for security when placing funds on deposit and adopted a “safety first” approach. The basis of the management charge to the Scottish Lawn Tennis Foundation (SLTF) received by Tennis Scotland remained unchanged.

Expenditure for the year 2008/09 at £1,527,210 was £90,887 higher than in 2007/08 reflecting an increase in the income received. As referred to above, the increased funding from the LTA allowed for additional spending in the Performance area due to additional Matrix funding. Similarly increased Coaches’ contributions allowed increased spending on coach education programmes.

Tournament costs were more or less in line with the previous year which is commendable given that there were two AEGON Pro Series events run in this financial year as opposed to only one the year previously. Cost reductions

were achieved across all tournaments with significant savings being made from the Scottish Indoors and Senior Grand Prix. Staff costs were ahead of the previous year due to a first full year’s costs being incurred for the Talent Performance Co-ordinators. Office overheads showed a reduction from the previous year of £12,296 which is a reflection of the tight cost control prevailing throughout the financial year. Marketing costs were down on the previous year by £17,793 which was a result of lower activity in this area partially due to the departure of the Marketing and Communications Officer during the financial year in question.

Tennis Scotland continued to enjoy a strong financial position. The reserves amounted to £579,097 at 30th September 2009 of which £100,000 is set aside for future contingencies, £106,581 in respect of fixed assets and the remaining £372,516 for business continuity purposes. This represents approximately three months of core expenditure and the Directors have approved a policy of building reserves to an equivalent of six months of expenditure. An adequate level of reserves provides the organisation with financial stability and the means to manage any unforeseen circumstances.

As in previous years, Tennis Scotland provided a grant to the Scottish Lawn Tennis Foundation (SLTF) for development purposes. The development grant provided for 2008/09 was £290,457 compared to £261,613 in the previous year. This increase in funding reflects the fact that during the year there was a staff compliment of three full-time Talent Development Managers in post for the East, West and North of Scotland.

Abbreviated accounts for Tennis Scotland are published with this report.

Loans and Grants

The Board of Directors appreciates the assistance given to Tennis Scotland, to clubs and to individual players by the LTA, Tennis Foundation, the BSTA, **sportscotland**, the Lottery, Awards for All, Sponsors, Local Authorities, Edinburgh Leisure, Culture & Sport Glasgow, **sportscotland** institute of sport and the Scottish Sports Association.

Ken Revie/Gordon Robertson

PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 30 SEPTEMBER 2009

	2009 £	2008 £
TURNOVER	1,547,285	1,447,183
Competition costs	(216,498)	(218,313)
Tennis costs	(931,934)	(827,970)
Administrative and marketing expenses	(378,778)	(390,040)
OPERATING PROFIT	20,075	10,860
Investment income	720	150
Other interest receivable and similar income	6,602	25,732
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	27,397	36,742
Tax on profit on ordinary activities	-	-
PROFIT FOR THE YEAR	27,397	36,742

BALANCE SHEET

AS AT 30 SEPTEMBER 2009

	2009 £	2008 £
FIXED ASSETS		
Tangible assets	93,770	108,920
Investments	12,811	12,709
	<u>106,581</u>	<u>121,629</u>
CURRENT ASSETS		
Stocks	3,187	1,091
Debtors	110,498	29,293
Cash at bank and in hand	615,931	647,016
	<u>729,616</u>	<u>677,400</u>
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	(242,100)	(222,329)
	<u>487,516</u>	<u>455,071</u>
NET CURRENT ASSETS		
	<u>594,097</u>	<u>576,700</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		
	<u>579,097</u>	<u>551,700</u>
CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	(15,000)	(25,000)
	<u>579,097</u>	<u>551,700</u>
CAPITAL AND RESERVES		
Profit and loss account	579,097	551,700
SHAREHOLDERS' FUNDS	<u>579,097</u>	<u>551,700</u>

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

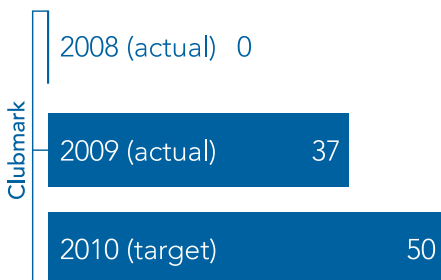
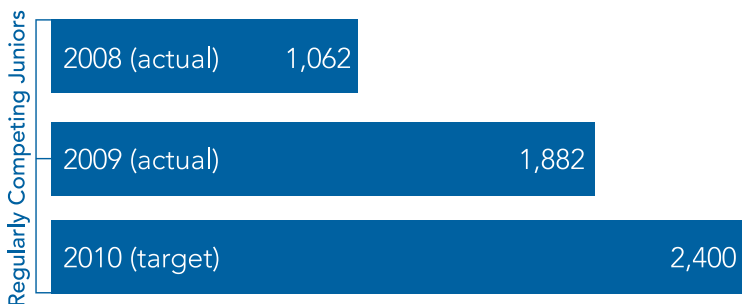
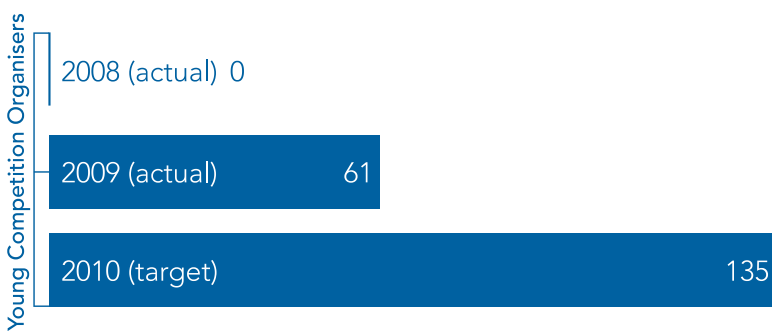
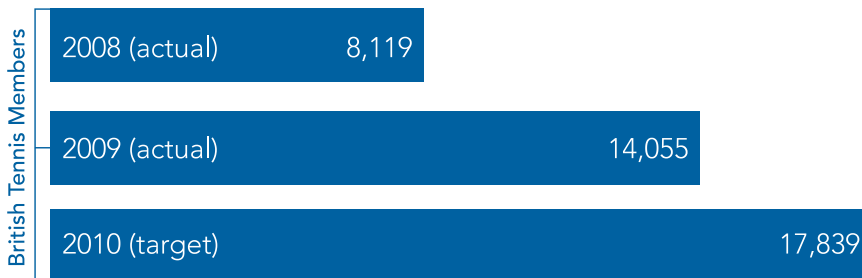
For the current financial period the company was entitled to exemption from audit under section 477 of the Companies Act 2006. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the Companies Act 2006.

Approved by the Board for issue on 10th November 2009

D W Marshall (Chief Executive)
Director

G Baker (Chair of the Board)
Director

TENNIS SCOTLAND TARGETS



AGENDA OF THE AGM

7pm, 17th DECEMBER 2009
TENNIS SCOTLAND OFFICES,
177 COLINTON ROAD, EDINBURGH, EH14 1BZ

1. President's Welcome
2. Apologies
3. Approval of the Minutes of the Annual General Meeting held on Thursday, 18th December, 2008
4. To receive the President's Report
5. To receive the Report of the Board of Directors for financial year ended 30th September 2009
6. To receive the Profit and Loss Account and Balance Sheet for the year ended 30th September 2009
7. Elections:
 - a. The Honorary President - Mr D D Carmichael, OBE
 - b. The Honorary Vice-Presidents
 - c. The President - Mrs A Hawke
 - d. The Vice-President - Mrs C Windmill
 - e. Performance Portfolio Director (3 Years) – Mr G Baker
 - f. The Auditors for 2009-10 - Baker Tilly
8. To fix the rate of Fees and Subscriptions payable to Tennis Scotland for 2009-10
9. To confirm the nominations by the District Associations to the Tennis Scotland Council for 2009-10
10. Vote of Thanks



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