



# ANNUAL REPORT 2016

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**Non - Executive Director**

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**Chief Executive Officer**

David Marshall (until August 2016)

**Interim Chief Executive Officer**

Pete Nicolson (from August 2016)

**Company Secretary (in attendance)**

Gordon Robertson

**sportscotland representative (in attendance)**

Sarah Birrell

The financial statements and measures of success detailed in this report are as at the 31st December 2016. All other information is correct at the time of printing.

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# CHAIRMAN'S WELCOME

I would first like to thank David Marshall who steered Tennis Scotland as our CEO through a growth period for a decade. David left us in summer last year and we wish him well.

2016 saw the most significant year ever for Scottish tennis players with three World No.1 Rankings for Andy Murray in singles, Jamie Murray in doubles and Gordon Reid in Wheelchair. I would like to congratulate all three for this amazing achievement. This incredible performance offers Scottish tennis a unique opportunity to capitalise on this historic achievement by progressing to deliver an equally world class performance in terms of growing the game.

Our new ambitious strategy aims to do exactly that, and requires us to increase our income and resources in order to invest significantly more in delivering the changes required.

I am delighted that the LTA and **sportscotland** have already agreed to invest £15million to help deliver our Facility Strategy, concentrating on adding indoor courts across Scotland. We look forward to working with a range of delivery partners such as clubs, leisure trusts, councils, universities and sports clubs across Scotland to optimise the return on this investment over the months and years ahead.

To deliver a step-change in the fortunes of Scottish Tennis, we are designing new strategies - with Participation, Facilities, People, Performance, Partnerships and a strong Support Structure the key work streams identified thus far.



Delivering this legacy will require the Scottish tennis community to work together, and we look forward to consulting widely with coaches, players, clubs, parents and other partners over the next few months before we present a strong, well-planned Strategy 2018-2022 to our key funding partners, the LTA and **sportscotland**, later in 2017 in order to obtain the requisite longer-term funding.

We need a Single Plan supported by all partners and stakeholders. It will be ambitious, with key shared outcomes in terms of participation, membership, facilities, performance and workforce development. Only by being aligned in the same direction with the same strategy can we make a step change for our game.

I would like to thank all our staff for their continued excellent work and commitment to delivering the growth and development we desire for our sport.

I was also particularly delighted when Leon Smith agreed to join Tennis Scotland as our Performance Director. Leon has made a significant contribution so far and we look forward to more developments in performance. I would like to take this opportunity to thank all of our Board of Directors who give their valuable time voluntarily. Without their support and expertise the continual progress to deliver for tennis in Scotland would not be possible.

A handwritten signature in black ink, appearing to read 'Bhaskar Patel'.



## CEO INTRODUCTION

2016 saw an incredible year of success for Scottish tennis, set against a backdrop of continuing organisational change for Tennis Scotland and ambitious planning for the future.

I would first like to pay tribute to Lee Boucher and Adele Walker who both left Tennis Scotland in 2016 after excellent service to the organisation, and wish them both well in the future.

Still on staffing, our new Regional Development Manager team under Doc McKelvey are completing their first full year of operation, liaising closely with the clubs, local authorities and other partners across Scotland to support the delivery of stronger local tennis development plans – all aimed at delivering more tennis, more often, while Gordon Robertson, Sarah Cruickshank and Linda Gordon continue to provide invaluable central service support. My personal thanks to all the Tennis Scotland staff for making my job as Interim CEO relatively straightforward.

Domestic tennis highlights in 2016 were plentiful - another 3% increase in tennis club members; a 15% increase in regular disability tennis; the launch of Schools of Tennis; Judy Murray's Tennis on the Road initiative; the Davis Cup Tour; a British Champion County; and multiple National sports awards..

Internationally, the year started with 3 Scots contesting Grand Slam Finals on the same January day in Australia, and included a memorable Davis Cup

Semi Final in Glasgow, Wimbledon and Olympics titles plus a knighthood for Sir Andrew Murray; Australian & US Open titles for Jamie Murray, OBE; Australian, French, Wimbledon, and Paralympics titles for Gordon Reid, MBE; and a total of 9 Scots playing at Wimbledon 2016. Scots also became Senior World Champions and won several junior ITF titles. A quite extraordinary year.

We start 2017 by welcoming ex-Davis Cup player Colin Fleming as our new National Coach and Doug MacDonald as our new Workforce Development Manager, and they will work closely together with Derek Croll and Mat Hulbert to ensure strong pathways for all our players, coaches, and workforce. And Florence Haines and Lesley Abbott have already made an impressive start in their executive support roles.

I have considered it a privilege to have led the organisation during this transition period and look forward to playing my part in supporting our new CEO in delivering the legacy Scottish tennis fully deserves.

Finally, on behalf of Tennis Scotland, a sincere thanks to the Lawn Tennis Association, **sportscotland**, the Tennis Foundation, the Scottish Lawn Tennis Foundation, our many sponsors, and indeed all our Scottish tennis 'family'. Exciting times.

## 2016 STATISTICS

**54,448**

membership at  
**Places to Play**

up by 3%  
from **251** registered  
venues



**1644**

primary school children  
took part in local  
competitions from over  
**300** schools



Medals won by  
Scots at the  
Olympic and  
Paralympic  
games

**4,192**



regularly competing  
adults up from 3,880

**£7**  
million

invested in  
tennis facilities  
since 2012



**£15m**

investment in  
indoor facilities  
secured

**409**

Aegon Team Tennis Teams



**427** disabled players  
participating weekly

an increase of **13%** from 2015

 **9 Scots**  
competing at  
Wimbledon

  
**6150**  
followers on Twitter  
an increase of 23%  
from 2015

 **2251**  
Primary School  
equipment bags  
allocated to date

**504**  
players taking  
part in local  
tennis leagues



**293**  
UKCC Qualifications  
achieved. up 11% from 2015



**28** Safeguarding in Tennis  
courses held



**Grand  
Slam  
Titles**  
for  
Scottish Players



Tennis  
Development  
Groups across  
the country



**3** coach CPD days held  
with world class tutors Louis  
Cayer, Emma Doyle and  
Judy Murray

Supported **109** Tennis on  
the Road sessions with Judy  
Murray and her team with  
attendance of **1,825**

# 3 SCOTTISH WORLD NO. 1's

2016 was an incredible year for Scottish Tennis and Andy Murray, Jamie Murray and Gordon Reid have motivated and encouraged everyone within the tennis family and beyond with what for each of them was their most successful year to date.

Andy won the Wimbledon Championships for the 2nd time in his career, picked up his 2nd gold medal for Team GB in Rio and then finished the year on an ultimate high by winning the ATP World Tour finals taking him to the top ranking position of Number 1 singles player in the world.

Jamie began the year by lifting the Australian Open Men's doubles trophy with partner Bruno Soares. A few months later he became the first Briton under the modern ranking system to become a World Number 1 as he took the top spot in the ATP doubles rankings. His successful year with Bruno Soares continued as they lifted the Men's doubles US Open trophy and then went on to finish the year as the year end number one doubles team in the world.

Gordon also enjoyed his most successful year to date which began when he took the men's singles wheelchair tennis title at the Australian Open. He then reached the finals of both the singles and the doubles at the French Open in which he won the doubles before taking home the double at Wimbledon by becoming the first ever Men's wheelchair singles Champion as well as lifting the doubles title with playing partner Alfie Hewett. At Rio 2016 he took home both a gold and a silver medal for team GB and in September he became the world number 1 in singles.

# 1







# INVESTING IN FACILITIES

What better way to finish the year than with the announcement of a major facility investment. In December 2016 Tennis Scotland along with key partners the LTA and **sportscotland** announced a £15 million investment<sup>1</sup> in the Tennis Scotland facility strategy with the primary focus of significantly increasing the provision of indoor tennis across the country. This investment shows the level of ambition now being strived for and further details of how to apply for this funding will be available early in 2017.

Facility investment has continued into 2017 through the Tennis Scotland facility funding guide which outlines the grant and loan funding available from Tennis Scotland and the LTA in addition to the support of **sportscotland**, local authorities and trusts. Clubs are also making significant contributions to the maintenance and development of their facilities. Projects have been completed from court

redevelopments in Tain and Oban<sup>2</sup> to floodlighting at Cardross and park tennis courts in Falkirk (Dollar Park<sup>3</sup>) and West Lothian (Kirkton Park<sup>4</sup>).

This brings the total invested in Scottish facilities to over £7 million over the last 4 years. Loans have also played a part in the development of facilities and a number of clubs have accessed the interest free Easy Access Loans to help them get their project over the line.

Technology developments have become more prominent over 2016 with the Clubspark online platform for managing, promoting and delivering activities at venues now being widely used. A pilot programme was also established to link Clubspark to an access system allowing pay and play tennis to be facilitated at unmanned park sites with the first system being fitted to the newly redeveloped courts at Dollar Park in Falkirk.



# CLUBSPARK SMARTACCESS PILOT

While Dollar Park in Falkirk<sup>3</sup> is a beautiful setting, the 4 tennis courts had become unusable, consequently Falkirk Community Trust led a project to redevelop the courts and bring them back to life.

With support from the Tennis Scotland Community Fund and other funders, the courts were reopened in 2016 with a new all-weather surface and floodlights. As part of the project Dollar Park acted as a pilot venue for a new SmartAccess system linked to the Clubspark online venue management platform.

The pilot has been a huge success and Dollar Park now offers an enhanced customer journey for those wanting to access tennis at the site.

The Clubspark SmartAccess system allows Falkirk Community Trust to run a membership programme, online booking via phone, tablet or laptop as well as pay and play. In addition, this allows the peace of mind that the venue is safe and secure.

The system allows for statistics on membership, usage and coaching registers to be accessed easily and when required at an unmanned site. A number of other areas are working with Tennis Scotland to look at how the Clubspark SmartAccess system can provide solutions for their local needs as well as an easy to use and accessible customer journey.



*"Falkirk Community Trust is delighted with the refurbishment of Dollar Park Tennis Courts. The new entry and booking system has been a great addition, allowing us to keep track of usage on the unmanned courts.*

*The system allows us the ability to draw various statistics on usage, memberships and online registers very quickly. The customers are enjoying the benefits of online booking, via the clubspark website and the app.*

*All of these changes have resulted in a very positive reaction from our Falkirk Community Trust tennis members and community groups, we look forward to a busy first summer at the refurbished Dollar Park courts."*

Falkirk Community Trust



# CLUB AND COMMUNITY

With some new faces in the development team for 2016 it has been another busy year. Tennis Scotland has continued to progress local partnership agreements for the development of tennis with local authorities and leisure trusts. Throughout 2016 9 partnerships have been in place covering the following local authority areas; Dundee<sup>1</sup>, East Lothian, Edinburgh, Stirling, North Lanarkshire, Scottish Borders, South Ayrshire and West Lothian<sup>2</sup>. These agreements cover the funding and appointment of development officers and community coaches to support clubs, park tennis venues and school programmes.

The continued roll out of development products (Great British Tennis Weekends<sup>3</sup>, Tennis Tuesdays<sup>4</sup> etc.) provides support

for clubs and park venues to ensure an appropriate programme is being developed at the sites for continued participation. Tennis For Free is one such product which was expanded in 2016 with new venues in Dundee, North Lanarkshire and Edinburgh joining the list of sites offering this introductory programme.

23 Tennis Development Groups have also been established across the country to provide greater support and communication to member clubs, district associations and local authorities. These groups provide a means for all partners to plan the development of tennis in their local area, share best practice and work on projects with a common goal and have been very well received.



## BUILDING TENNIS IN DUNDEE

In 2016, Tennis Scotland worked closely with local partners to establish a long-term vision for tennis in Dundee. In doing so, there is now a 4-year plan in place designed to develop key areas including, Facilities, Club & Community Programmes, Workforce Development, Competition and Marketing.

A steering group, including representatives from each Dundee tennis venue, has now been established to work collaboratively on the plan, with a collective aspiration to raise the profile of tennis in Dundee, and in turn participation in the sport.

A partnership agreement with Leisure & Culture Dundee has also seen the appointment of a citywide Community Tennis Coach resulting in new programmes across 2 of the city's park sites. Online booking and programme management is also being run through the Clubspark venue management software and a successful event was held in the city centre to raise the profile of the sport in the city.<sup>5</sup>

Future plans include working with the large student population in the city and a tennis marketing plan linked to a citywide Great British Tennis Weekend<sup>6</sup> campaign.



## TENNIS FOUNDATION SERVES PROGRAMME

The Tennis Foundation **Serves** project was launched in 2016 with 3 venues in Scotland benefiting from the programme. The programme aims to transform the lives of people in more disadvantaged areas of the country by giving them the opportunity to play tennis and in turn build their confidence and develop skills on and off the court.

We work with specialist national partner Sported to take tennis to areas that it has never been before and equip local, trusted community leaders with

basic tennis organisation and delivery skills to confidently run a session within their community in a fun and informal way. We also provide a range of dynamic and flexible resources including a permanent pop up court, alongside modified kit (soft balls, appropriately sized rackets and nets).

Scottish **Serves** venues for 2016 were NG Homes<sup>7</sup> (North Glasgow Housing Association), Fairfield Sport & Leisure (Dundee) and Reidvale Adventure Play Association<sup>8</sup> (Glasgow East End).



# DEVELOPING OUR WORKFORCE

With 191 new level 1 coaches and 12 coaches completing their level 4 course it has been another busy year for coaching at all levels of the game. In total 293 Scottish coaches have taken the next step on the coaching ladder and with world class tutors such as Louis Cayer<sup>1</sup> and Emma Doyle<sup>2</sup> providing coach development activity in Scotland the signs are good for the continued growth and development of Scottish coaches. The 2016 Tennis For Kids programme also proved very successful with over 70 coaches attending the training days with Greg Rusedski and Annabelle Croft<sup>3</sup>.

Working in partnership with Judy Murray's Tennis On The Road<sup>4</sup> programme workforce development sessions have been delivered across the country. In all 109 sessions

have been delivered across 37 roadshow days, launching with a visit from HRH the Countess of Strathearn<sup>5</sup>. The programme has delivered training to 1,825 parents, teachers, coaches and volunteers. From Hawick to Lossiemouth the programme has taken in all corners of Scotland, training a new generation of workforce to support the development of tennis.

The recruitment and development of officials continues to be an area that requires more focus. 2016 saw a number of Competition Organiser courses delivered across Scotland and the introduction of a new Court Supervisor course and a Tennis Scotland Referee Development Group established as a pilot.



## GIRL POWER DAY WITH JUDY MURRAY AND EMMA DOYLE

As part of Tennis Scotland's commitment to bring world class coach development tutors to Scotland we worked closely with Judy Murray to hold a number of sessions throughout 2016. One of these sessions was a female specific training day called 'Girl Power' with Emma Doyle<sup>2</sup>. Emma is a dynamic and much respected tutor and mentor with Tennis Australia who specialises in working with girls.

Nearly 30 coaches and 24 players attended the day which focused on empowering girls and women to

build confidence and make smart decisions on and off court. Emma worked with coaches on how to get the best from the girls and identify the different personalities that they may come across through their coaching.

The day was a massive success with great feedback from players and coaches and one that we hope to build on in the future.



## REFEREE DEVELOPMENT

2016 saw the launch of the first ever Tennis Scotland Referee Development Group with a fantastic package of training and support on offer to aspiring tennis referees.

The 6 successful candidates completed the Competition Organiser Course & the Referee Course (2 days in the classroom and 3 days mentored work experience), tutored by Rick Gardner, with all passing the referee exam at the first attempt.

2 of the new referees were then immediately thrown in at the deep end court supervising at the Scottish Junior Open at Craiglockhart and

they and the others have officiated at a variety of events since providing a valuable addition to our Officiating Workforce.

Following this successful pilot, the programme will run again in 2017, this time with Referee Development Groups throughout the UK.

14 referees attended an LTA workshop<sup>6</sup> held at Craiglockhart in March, where topics covered included recreational competition and on court scenarios. These workshops provide a valuable opportunity for refs to get together, network and share best practise.



# DISABILITY AND INCLUSION

Working with our key partners, The Tennis Foundation and Scottish Disability Sport, Disability Tennis development has once again enjoyed a fantastic year. This year saw a 15% increase (from 372 in 2015 up to 427) in the number of weekly disabled players that take part in structured sessions within the disability tennis network clubs and a 49% increase (368 players in 2015 up to 550) in the number of monthly players.

With 9 Disability tennis networks now established and over 25 venues delivering disability tennis across Scotland tennis is becoming more inclusive and accessible to the whole community. Outwith the specific impairment programmes that the disability tennis network venues deliver for Deaf, Learning Disability, Visually Impaired and Wheelchair players the number of inclusive clubs that are integrating disabled players into clubs also continues to grow.



## DISABILITY EVENTS

The annual Learning Disability and Wheelchair Tennis Tournaments took place at Scotstoun Leisure Centre. Both events saw record entries with 18 players in the learning disability and 35 players in the wheelchair tournament. Both events link to the Tennis Foundation national series for Learning Disability and Wheelchair Tennis.

Ruairi Logan<sup>1</sup> (Edinburgh) won the Glasgow Wheelchair National Series Tournament and Ronan Cacace (Glasgow Disability Tennis) won the Learning Disability Tournament.

In August a team representing Glasgow VI (visually impaired) triumphed in the inaugural Borders Visually Impaired Tennis event in Newcastle, defeating opposition from Tees Valley and North East England.

As part of the Davis Cup activities at the GB/ Argentina tie at the Emirates, Tennis Scotland supported Glasgow Life in delivering a mini tennis festival<sup>2</sup> for children with visual, hearing, physical and mental impairments. Tennis Scotland has also support Scottish Disability Sport with regional events<sup>3</sup> across the country.





# GOLDEN TIME FOR WHEELCHAIR TENNIS

With Gordon Reid<sup>4</sup> the world's top ranked wheelchair player at the end of 2016, it is hardly surprising interest in the game throughout Scotland is at an all-time high. Grassroots have seen increased participation with disability players up 15% and wheelchair tennis up a remarkable 100%.

Edinburgh's Ruairi Logan, coached by Kevin Simpson<sup>1</sup>, became the latest Scot to shine when the 14-year-old clinched the main draw singles title at Glasgow Wheelchair Tennis Tournament. After a record entry the tournament was treated to

Gordon Reid from the beginning of his wheelchair tennis journey being recognised for all her hard work and dedication to tennis. Karen was awarded Disability Coach of the year in **sportscotland's** Coaching and Officiating Awards and The Scottish Disability Sport Disability Coach of the Year award.

Ruairi Logan also represented GB at the World Team Cup helping his country to fourth place in the junior event at the BNP Paribas World Team Cup, the international Tennis Federation's flagship wheelchair tennis team event in Tokyo, Japan.



a visit from Gordon<sup>1</sup> on Sunday as the world No. 1 returned to the tournament where he first played competitively and won the B Division singles event in 2005.

Former Paralympian and top seed Kevin<sup>5</sup> made his way to the final, setting up a title decider between coach and student, and it was Ruairi who narrowly came out on top, winning 6-2, 3-6, (10-6).

Behind every great player is a great coach and it is fantastic to see Karen Ross<sup>6</sup> who has coached

Team Scotland, comprising Ruairi and Glasgow trio Leo Macleod, Ellie Robertson and Jade McGoldrick returned with an impressive five medals and a fair play award from the 2016 School Games.

The Scotland team, consisting of Keith Thom (Dalbeattie), Neil Duncan (Inverurie), Scott Farquhar (Aberdeen) and David Denholm (Southernness), that played in the Dan Maskell Tennis League, a recreational team competition, won the National final, having defeated teams from across the UK.



# EDUCATIONAL ACTIVITIES

Over the past year and in partnership with the Tennis Foundation we have been striving towards offering the best developmental support package in sport, building a grassroots infrastructure and creating the opportunity for all to play tennis. Working with Local Authorities, Leisure Trusts and Educational institutions means we are maximising synergy between education and conversion into clubs, places to play and options to continue within tennis in further education.

A number of projects have been delivered throughout 2016 as part of the support package in education. The teacher training programme has continued across the country as has the primary schools competition<sup>1</sup> programme with 2016 seeing over 300 primary schools take part. In total over 6200 teachers have now been trained and over 2200 schools have received free equipment as part of the programme. A number of schools were also invited to take part in activity at the Emirates Arena in Glasgow during the Davis Cup tie between Great Britain and Argentina<sup>2</sup>.

2016 also saw the introduction of the School of Tennis<sup>4</sup> project to Scotland. Again working with the Tennis Foundation this project was piloted in Edinburgh with 3 schools taking part. The pilot has proved to be a great success and the programme will be extended to include additional schools in other areas for 2017.

The annual Tennis Scotland Secondary Schools Tennis Team Championships<sup>3</sup> continues to be a highlight in the schools calendar with the number of teams involved continuing to rise.

On the College and University front, programmes have continued with 16 colleges working against action plans and supported with funding and 9 universities receiving development awards to support the growth of their clubs and programmes.

The focus for 2017 will be continuing this more targeted work to ensure that specific support is provided and outcomes achieved from the education programmes on offer.



# CAPITAL PILOT SCHEME COMES UP TRUMPS

The School of Tennis Pilot<sup>4</sup> in Edinburgh involved three schools, Firrhill High, Liberton High and James Gillespie's High, with funding from the Tennis Foundation and support from City of Edinburgh Council and Tennis Scotland. The aim being to revolutionise the way tennis is delivered in secondary schools.

The schools have all been involved in their own projects but have come together on several occasions to learn and share as a cluster through

CPD opportunities and events.

The schools also met up for competition, and in late November 14 girls and 12 boys took part in the inaugural "School of Tennis Slam" which involved over 120 matches in an afternoon of fun, but competitive, tennis at Craiglockhart. After a year of establishing tennis in the schools the next steps will be linking further with the local clubs and developing a sustainable model for delivery of tennis in Secondary schools.



## STUDENTS NET INCREASED FUNDING

Tennis Scotland and the Tennis Foundation have increased funding into the student game, working with both further and higher education establishments throughout the country.

Of the total 16 colleges<sup>5</sup> currently engaging throughout the country, they have all received a bag of equipment including 30 rackets, balls and a pop up tennis net. Six of the colleges also applied for a Touch Tennis pack, something that Tennis Scotland and Tennis Foundation are keen to develop within the further and higher education institutions.

Nine universities are supported via development

awards<sup>6</sup> while seven have received funding to allow them to focus on club development and ambassador development

The ambassadors are all passionate about tennis and keen to drive the delivery and development of the sport at their university, although the development awards are as much about developing the club, as developing the person. A new partnership was also introduced with the University of Stirling to support an additional University Tennis Coordinator position with a focus on expanding the community programme at the tennis centre and supporting schools and local clubs.



# PERFORMANCE SUCCESSES

2016 has certainly been the most successful year of Scottish Tennis to date! It is hard to ignore the fact that the country finished the year with 3 World Number 1's. It has been fantastic to see our junior players inspired by their successes as well and some of their achievements can be seen on the following page.

A core group of players have been training and progressing alongside the support from coaches and the Scottish Institute of Sport and their recent performances are definitely showing the fruits of their labours.

4 Junior players competed at Wimbledon this year (Ewan Moore, Aidan McHugh, Maia Lumsden and Ali Collins) alongside Colin Fleming, Andy Murray, Jamie Murray,

Gordon Reid and Jocelyn Rae.

Tennis Scotland launched various initiatives throughout 2016 to support all players. This included a series of 7 age group camps which were run at the University of Stirling, ranging from 9 & U to 14 & U. Bespoke camps were also held to support our players ahead of big tournaments. One of these was the Clay Court camp<sup>1</sup>, held at Craiglockhart Tennis Centre ahead of the Scottish Junior Open<sup>2</sup> and Nike Junior International.

As well as competitions, our junior players enjoyed being involved in experiences such as playing in front of crowds at the Brodies Invitational<sup>3</sup> in June, alongside legends Greg Rusedski and Tim Henman.



## MINIS' CORNER

Throughout the winter of 2016, for the first time, the LTA organised a series of 9 & under inter-regional matches. These are a direct replacement for the previously held grade 2 National Competitions. The idea was to take away the pressure of individual competition at this level.

The initiative involved teams of 4 boys & 4 girls competing against other regions in Britain in which "Team Scotland" was invited to be part of. They played the North region in Sunderland in October & March and also competed against Midlands in

Bolton in November. Coaches were allowed on court to support player learning throughout the matches.

Matches were all played on orange ball but with green scoring and included singles, doubles and mixed doubles, with the aim of reducing pressure and stress on the player. These matches were very much developmental and encouraging our young players to be proactive with the doubles aspect really helping to develop skills and teamwork.



## DEVELOPMENT CAMPS

Tennis Scotland has been running a series of Friday Development Camps<sup>5</sup> for children aged 9-12 years in Stirling.

These camps provide an opportunity for our better players to train together and supplement the local training opportunities provided by their clubs, coaches and county.

As well as on court practise and coaching led by the Tennis Scotland coaching team, there was also an element of bespoke strength & conditioning to drip

feed the importance of physical alongside technical & tactical development.

With some notable achievements from players attending these camps such as one player attending 3 LTA camps for girls and 2 of the boys being invited to attend some LTA camps in 2017. There have also been numerous tournament successes in Winter Regional competitions from orange ball through to 12 & U. The programme has proven to be highly successful and we are excited to develop this project in 2017.



# PERFORMANCE HIGHLIGHTS

**Tennis Scotland** @tennisscotland

Final day in Florida for Scottish juniors Aidan McHugh & Ewen Lumsden and coach Toby Smith - been an incredible week learning from the best!



RETWEETS 24 LIKES 126

**Tennis Scotland** @tennisscotland

Well done to Ali Collins & partner Panna Udvardy of Hungary, runners-up at ITF Junior Grade 2 in Spain #scotsontour #winningscots



RETWEETS 8 LIKES 22

**Tennis Scotland** @tennisscotland

Well Done to @colin\_fleming for beating the Bryan bros! #ScotsOnTour #ScotsinSydney

**Colin Fleming** @colin\_fleming  
Thanks for the support fellal #ScotsOnTour twitter.com/gordonreid91/s...

RETWEETS 6 LIKES 13

**Tennis Scotland** @tennisscotland

Scotland's Aidan McHugh set to go inside world top 100 following his first ITF Junior Grade 2 title today in Spain #winningscots



RETWEETS 7 LIKES 30

**Tennis Scotland** @tennisscotland

Maia Lumsden makes it through to her first Pro-Series final at the Scottish Championships! Well done. @maialumsden



RETWEETS 5 LIKES 21

**Tennis Scotland** @tennisscotland

What a fantastic #Wimbledon weekend! Gordon Reid's double and Andy Murray getting his hands on the trophy again!



RETWEETS 15 LIKES 40



Tennis Scotland  
@tennisscotland

Fantastic atmosphere for our Juniors and Legends match at @BrodiesLLP Invitational @Gleneagleshotel #BTI16



RETWEETS 2 LIKES 6



Massive congrats to Scotland's Hamish Stewart on his first ITF junior title at the Yonex HRT Autumn Cup in Denmark #winningscots



RETWEETS 13 LIKES 70



Scotland has won the 2016 Home Nations Championships following an outstanding weekend in Cardiff #WeAreScotland



RETWEETS 39 LIKES 91



Great week so far at the ITF Aphrodite Cup in Cyprus with Hamish, Ewen & Aidan → singles SF & doubles SF + Douglas



RETWEETS 2 LIKES 14



Scotland's Aidan McHugh & Ewen Lumsden are in semi-final action today at the ITF Larnaca Junior Cup #scotsontour



RETWEETS 2 LIKES 14



10:10 AM - 26 Aug 2016



# COMPETITIONS

With the success of the Aegon GB Davis Cup team in 2015, team tennis was the popular way to go in 2016. Tennis Scotland is delighted that its competition calendar hosts a selection of team events for all ages as it has been proved that team tennis plays an important role in keeping players, especially girls, in the game.

The first team event of the year is the popular Scottish Junior Inter District Team Championships<sup>1</sup>. The event, held annually at Kilgraston School, sees teams from the 4 corners of the country come together for a weeks' worth of competition over 3 age group categories. After 264 rubbers, East of Scotland<sup>2</sup> won both the 18 & Under and 12 & Under competitions but the West of Scotland team took the overall title after reaching all three age group finals!

The Scottish Secondary Schools Tennis Team Championships<sup>3</sup> reached its conclusion on the finals day in June. Held in

beautiful sunshine at St Georges School for Girls, it was Merchiston Castle School and George Heriots School that took the titles for the boys and girls events respectively. With 44 teams in the boys draw and 30 in the girls, it is a great championship played throughout the school calendar year.

The pinnacle of the club diary is the Scottish Cup<sup>4</sup>. 86 teams entered the 2016 Scottish Inter Club Challenge Cup with 628 club players participating. 2016 saw a change to the format with a one stage competition. In previous years, Stage 1 of the Competition was organised by the nine District Associations in Scotland. Tennis Scotland now manages and delivers what is and will continue to be the premier inter-club competition in Scotland.

On the International front, Scotland saw two fantastic representative teams play at both the Four Nations' Seniors Group B Championships and the Home Nations'





Championships. The Seniors came home with a 2nd place overall position behind England but the Junior team managed to regain their title after a successful championships held in Cardiff.

The Tea Cup, Scotland's 18 & Under inter-county team competition, held in late August at Prestwick, was won by East of Scotland.

Aegon Team Tennis offers inter-club league competition from 8 & Under to adults. Tennis Scotland organises the adult competition in the autumn with junior leagues organised in the North, East and West. Over 400 club teams participated in the 2016 competition with many more teams competing regularly in locally organised leagues. Blackhall women and Stirling University men

qualified for the GB national playoffs as Scotland's champions for 2016.

Tennis Scotland also stages a year round programme of tournaments for individual players from 8 & Under to 70 & Over.

The highlight of 2016 was tennis fans in Scotland getting to enjoy 2 Brits in the finals of the Aegon GB Pro Series Scottish Championships in Glasgow in February. Scottish Junior, Maia Lumsden<sup>5</sup> took the competition by storm only losing out to Anna Zaja 6-4 6-3 after a fantastic match watched by club representatives and a full stand of spectators. In the men's draw, Liam Broady<sup>6</sup>, a past GB Davis Cup squad player, became Scotland's men's champion with a final win over Switzerland's Adrien Bossel.



## TEAM CHALLENGE

Following a series of successful pilots in 2015, Team Challenge was rolled out nationwide in 2016. Team Challenge is a fun, team competition aimed at mini and junior players in club programmes who are new or inexperienced to competition.

The competition offers flexible event and scoring formats in addition to a number of fun prizes and giveaways to maximise the experience for the players on the day. All formats are team based and matches do not count for ratings and rankings.

Teresa Tait at Elgin Tennis Club stepped up to volunteer as a Cluster Organiser and has successfully hosted a number of events in the Highlands<sup>7</sup>. The Elgin cluster is supported by a number of Highland District Clubs and the feedback has been very positive.

Teresa said on the events, "The best events I have organised have been team events as win or lose the children all go away happy which is the most important thing to keep them playing tennis and enjoying their sport."



# FINANCE REPORT

For the 15 Month Period  
Ended 31st December 2016

The Tennis Scotland Accounts cover the fifteen month period ending 31st December 2016 and show a loss of £77,038 compared to a profit for the previous year of £20,311. The change in the accounting year-end date to 31st December brings Tennis Scotland into line with LTA's financial year-end. This means that for comparative purposes a fifteen month period is being compared to a twelve month one.

The operating loss was a result of additional costs from a significant staff restructure in 2016 and has been met from the Reserves of the company. The Board are satisfied that the company has sufficient Reserves going forward to provide a stable financial platform for the year ahead.

Turnover for the fifteen month period ended 31st December 2016 was £2,138,846 compared with £1,704,156 for the previous Financial Year ended 30th September 2015 – an increase of £434,690 which is for the most part equivalent to an additional three months of income. There were increases across various income heads from 2015 to 2016, including a significant increase in the LTA funding of £211,137 to support the facilities programme. Sponsorship income was slightly ahead of the previous year after new sponsors came on board. The Board is conscious of the fact that Sponsorship income continues to play an important role in Tennis Scotland's turnover and is actively exploring opportunities to attract new sponsors.

There was an increase in expenditure for the fifteen month period ended 31st December 2016 to £2,221,171 being £535,660 higher than in the previous year at £1,685,511, and in the main due to the

additional three months of expenditure. Staffing costs represented a greater percentage of the total expenditure reflecting the full team of Regional Development Managers now employed by Tennis Scotland and covering the whole of the country. All other expenditure heads maintained their level of spending as a percentage of the total outgoings compared to the previous twelve months.

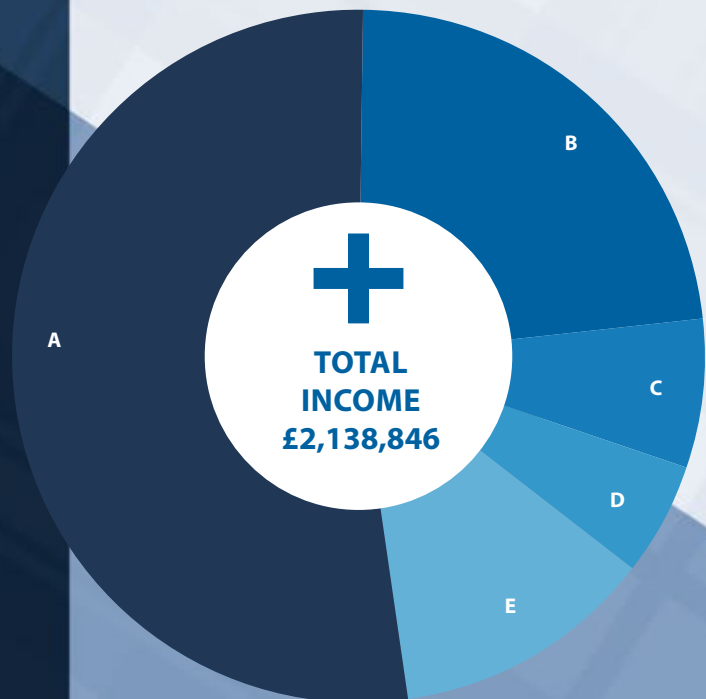
Tennis Scotland's Balance Sheet at 31st December 2016 shows a healthy position with Reserves standing at £493,033 which provides a degree of financial stability going forward. The Tangible Assets have increased due to the office refurbishment. Debtors include an amount of £79,250 due from **sportscotland** which was received in January 2017. The Creditors balance of £217,814 shows a significant reduction from 2015 as £211,137 of deferred income relating to facility funding provided by the LTA was released and recognised as income in the 2016 Financial Year.

Excerpts from the audited Financial Statements by way of a Profit and Loss Account and Balance Sheet are published with this report. Copies of the full Tennis Scotland Accounts are available on request.

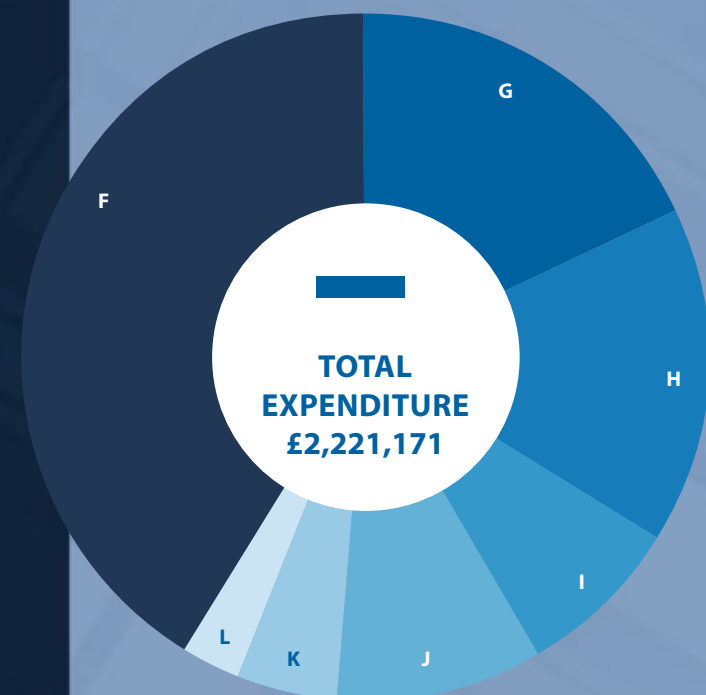
# FINANCE ANALYSIS

for the 15 Month Period  
Ended 31st December 2016

Income	2016	2015
A LTA/Tennis Foundation	£1,123,888	£794,679
B sportscotland	£496,000	£443,000
C Commercial	£146,118	£138,035
D Membership Fees	£114,779	£85,910
E Other	£258,061	£242,532
<b>Total Income</b>	<b>£2,138,846</b>	<b>£1,704,156</b>



Expenditure	2016	2015
F Staffing	£917,093	£568,430
G Performance Programme	£398,665	£327,170
H Development Programme	£355,658	£330,213
I Tournament Costs	£172,022	£137,450
J Administration & Marketing	£215,702	£153,889
K Coach Education	£100,354	£110,333
L Other	£61,677	£58,026
<b>Total Expenditure</b>	<b>£2,221,171</b>	<b>£1,685,511</b>



# PROFIT AND LOSS ACCOUNT

For the 15 Month Period  
Ended 31st December 2016

	<b>Fifteen months to 31.12.16 £</b>	Twelve months to 30.09.15 £
<b>TURNOVER</b>	<b>2,138,846</b>	1,704,156
Competition costs	<b>(172,020)</b>	(137,451)
Tennis costs	<b>(1,537,410)</b>	(1,113,149)
Administrative and Marketing costs	<b>(511,741)</b>	(434,911)
<b>OPERATING (LOSS)/PROFIT</b>	<b>(82,325)</b>	18,645
Other interest receivable and similar income	<b>5,287</b>	1,666
<b>(LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	<b>(77,038)</b>	20,311
Taxation	-	-
<b>(LOSS)/PROFIT FOR THE FINANCIAL PERIOD</b>	<b>(77,038)</b>	20,311

# BALANCE SHEET

As at 31st December 2016

	2016	2015
	£	£
<b>FIXED ASSETS</b>		
Tangible Assets	45,752	22,480
<b>CURRENT ASSETS</b>		
Stocks	4,512	3,722
Debtors	101,819	77,793
Cash at Bank and in Hand	558,764	1,053,934
	<u>665,095</u>	<u>1,135,449</u>
Creditors: Amounts Falling Due within One Year	(217,814)	(587,858)
<b>NET CURRENT ASSETS</b>	<u>447,281</u>	<u>547,591</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<u><u>493,033</u></u>	<u><u>570,071</u></u>
<b>CAPITAL AND RESERVES</b>		
Profit and Loss Account	493,033	570,071
<b>SHAREHOLDERS' FUNDS</b>	<u><u>493,033</u></u>	<u><u>570,071</u></u>

Approved by the Board for issue on 2nd March 2016.



**B Dodds (Chair of the Board)**  
DIRECTOR



**P Nicolson (Interim Chief Executive)**  
DIRECTOR

# AWARDS AND NATIONAL COMPETITIONS

## 2016 Tennis Scotland Awards <sup>12</sup>

Club Award – **Rutherglen Lawn Tennis Club** <sup>7</sup>

Coach Award – **Jonny Willcox**

Community Award – **Queen's Park Community Tennis Club**

Disability Programme – **The Tennis Aces**

Education Award – **The School of Tennis Pilot Edinburgh (Liberton High School, Firrhill High School, James Gillespie's High School)**

Outstanding Achievement – **Karen Ross** <sup>1</sup>

Volunteer Award – **Ian Main**

## National Competitions

### Tea Cup, 18U Inter-County Championships

1st: East <sup>2</sup>

2nd: West

3rd: North

4th: South

### Aegon GB Pro-Series Glasgow (The Scottish Championships)

Men's singles: Liam Broady <sup>3</sup>

Women's singles: Anna Jaja <sup>4</sup>

### Scottish Indoor Open Championships

Men's Singles: Scott Duncan

Women's Singles: Patricia Skowronski

Men's Doubles: Reuben Henry & Sam MacNeil

### Inter-District Championships, Kilgraston School

12U: East

15U: West

18U: East

Overall: West <sup>6</sup>

### The Scottish National Championships

Men's Singles: Keith Meisner <sup>13</sup>

Women's Singles: Jodie McLelland <sup>8</sup>

Men's Doubles: Scott Duncan & Euan McGinn

Young Volunteer Award – **Ross Taylor**

Official of the Year - **Andree Hawke**

International Player of the Year – **Andy Murray, Jamie Murray & Gordon Reid**

Junior Player of the Year – **Aidan McHugh** <sup>11</sup>

Senior Player of the Year – **Christine Lockhart**

Team of the Year – **North County Mens Over 35's**

Tournament of the Year – **Strathgryffe Road to Wimbledon Competition**

Special Award – **Alan MacDonald**

### 4 Nations Seniors' Championships

1st: England

2nd: Scotland <sup>5</sup>

3rd: Ireland

3rd: Wales

### Home Nations Championships

#### Overall: Scotland

12 & Under: Wales

14 & Under: Scotland

18 & Under: Scotland

Overall: Scotland <sup>10</sup>

### Scottish Schools Championships

Boys: Merchiston Castle School

Girls: George Heriot's School

### Scottish Cup <sup>9</sup>

Men: David Lloyd Aberdeen

Women: Newlands LTC

### Scottish Junior Open Championships

#### (Scottish winners)

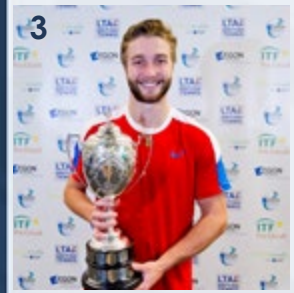
18U Boys Doubles: Christopher Edge & Douglas Macintosh

16U Boys Doubles: Connor Thomson & Alexander Maggs

### Aegon Team Tennis (Open) Scotland

Men: Stirling University

Women: Blackhall





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