***δ***

**The Dedanists’ Society**

**Development Plan 2021**

**Contents**

1. Introduction

2. Executive Summary

3. Functional Plans

4. Financial Forecast & Cashflow

**1. Introduction**

The Committee of the Dedanists’ Society has used the pause in real tennis activity, occasioned by the COVID lockdown, as an opportunity to review its activities, plan for change over the coming two years and communicate this plan to Society members for agreement and support.

**2. Executive Summary**

In summary, the main elements and financial outcomes of the development plan are as follows:

**The Plan**

* A substantial expansion of the British Real Tennis Academy programme.
  + Spend 36% more on coaching and developing players
* Increase squad coaching days by 20%
* Increase personal coaching for highest potential players by 100%
* Award intern / travel scholarship to one exceptional player per season
  + Create a new website dedicated to the Academy that meets the needs and interests of Academy management, coaches, players, parents and other interested parties. Add Instagram soon after.
  + Recruit an operations and admin team paid to help manage this expansion and reduce the dependence on Josh Farrall and Graham Tomkinson.
  + *Note: The Academy is funded & run by the Society, partnering with the T&RA.*

*Coaching costs are shared by the Society 67% and the T&RA 33%.*

* Better communication with members, trustees and the real tennis community at large
  + A new quarterly newsletter.
  + Trustees to attend committee meetings and receive minutes (if they wish).
* Increase members’ fees from 1 August 2021to fund Academy enhancements
* Subscriptions: Increase by £25 to £75 per year.
* Joining fees: Increase by £50 to £150.
  + Match fees: Increase by £5 to £20 per match.
  + *Note: Members’ fees have not changed for 13 years.*

*These increases raise fees in line with inflation over the last 13 years.*

* Financial probity and management control such that:
  + The increase in Academy activity and spend is phased over two years and can be re-calibrated after year 1 according to circumstances and outcomes.
  + Cash reserves never fall below £20,000 and are more than sufficient to cover any short term deficit.

**Assumptions**

The principal assumptions we have used in this financial forecast are:

* An increase to £75 in the annual subscriptions as at 1 August 2021
* An increase to £150 in the joining fee as from 1 August 2021
* An increase in the match fee to £20 for 2021/22 and thereafter
* The T&RA continue to provide a grant equal to 33% of Academy coaching costs
* IIP apprentices are included in the Academy coaching programme. Any extra cost incurred is paid by the IIP.
* Our three main fundraising events (AGM, Christmas Lunch and Pro-Am) produce the same profit in 2021/2 as they did in 2019
* Paul Weaver & Tory Wall start their Academy operations & admin roles in 1 March 2021
* Other expenses follow the pattern of previous years
* No windfall contributions

**Financial Forecast & Outcomes**

The forecast shows:

* + - A small surplus of £125 for next year 2021/2.
  + An opportunity to review and re-plan in early summer 2022.
    - Cash reserves of £30,093 at year start August 2022. These reserves give us confidence that we can absorb short-term deficits, meet Academy commitments over the medium term, plan positively and maintain cash reserves at a minimum of £20,000.

**Conclusion**

Let us see how 2021/2 works out. It is the first year of this development plan and the first year of real tennis post Covid. At year end, we hope to have a clearer view of the best way forward for the Academy and the Society.

**3. Functional Plans**

Our methodology is to specify the key functions of the Society, the changes that we wish to make in performing them over the next two years and how we plan to implement these changes.

The key functions of the society are to:

(i) Entertain and engage with members through matches with other clubs, tournaments, the pro am, dinners, lunches, websites and newsletter.

(ii) Enable young players with high potential to achieve sporting excellence through Academy coaching and through our sponsorship of tournaments and other activities that motivate both the players and their coaches.

(iii) Raise funds to finance these activities through subscriptions, joining fees, matches, tournaments, the Pro Am and other activities including social events.

(iv) Communicate with members and the real tennis community at large in order to generate a level of understanding and goodwill that will help the Society to fulfil these key functions.

(v) Maintain business processes in terms of money, data, people and governance that are effective, best practice and imbue confidence.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Junior Tennis Excellence*** |  |  |  | *Enabling junior tennis excellence through the Academy & sponsorships is a core part of what we do, why members join and why third parties support. It adds huge value to the game as a whole. It puts us in the mainstream of real tennis activity in the UK. It differentiates us from other clubs. It delivers special satisfaction to our members.* |  |
| **1. British Real Tennis Academy** |  |  |  | *The Society founded, funds and runs the British Real Tennis Academy in partner-ship with the T&RA who fund 33%.* |  |
| 1.1 Squad coaching days x 8 at a 2 court facility.  *Focus is strokeplay & physical training.* | (12) | +2.4 | 1 | *Existing programme. Increase coaching days & spend by 20%.* Core coaching method for most squads. 2 x tennis coaches. 1 x physical trainer. Typical cost £1,500 per day. | **Agreed for 2021/2.**  *Phase increase over 2 years.* |
| 1.2 Squad coaching days x 8 at a 1 court facility.  *Focus is matchplay.* | (4.4) | +0.8 | 1 | *Existing programme. Spend up 20%.* Core coaching method for most squads. 1 x tennis coach.  Typical cost £550 per day | **Agreed for 2021/2**  *Phase increase over 2 years.* |
| 1.3 Grants for personal coaching & support for players with highest potential | (10) | +5 | 1 | *Existing programme. Spend up 100%*. Core coaching method for all High Performance squad players. Only for highest potential players in other squads. Coaching from top coaches in tennis, physical training, nutrition, sports psychology, video analysis. | **Agreed for 2021/2**  *Phase increase over 2 years.* |
| 1.4 Scholarships (e.g. gap year internships) | (2) | +2 | 2 | *New programme*. Reward, recognition & development for high achievers | **Agreed for 2022/3** |
| 1.5 Coaching IIP apprentices | 0 | 0 | 1 | *New programme.* Special apprentice-only coaching until apprentices reduce handicaps to 35 – then standard Academy coaching. IIP pays for special coaching (budget £3K pa). Academy pays when players are absorbed into standard Academy coaching. | **Agreed for 2021/2** |
| 1.6 Regional Academies  Squad coaching days x 6 at 1 court facilities in 3 UK regions | (4.2) | +4.2 | 3 | *New programme.* For non-Academy players with potential & Academy players who can’t travel. Concept needs testing with clubs. Wait till Academy Admin team has settled in. | **On hold.**  *Consider for 2022/3. Test with clubs.* |
| 1.7 Best practice coaching – workshop for pros | (1) | +1 | 3 | *New programme.* For top pros coaching the Academy / IIP apprentices. Needs to be discussed and agreed with the pros. | **On Hold**  Maybe 2022/3.  Discuss with pros |
| 1.8 Academy website | - | - | 2 | *New programme.* Currently, Academy web pages are ‘lost’ on the Society website. Create a new website dedicated to the Academy to meet the needs & interests of Academy management, coaches, players, parents, donors and Society members. | **Agreed for season start 2021/2** |
| 1.9 Academy administrator team | (6) | +6 | 1 | *New programme.* The task of managing Academy day-to-day operations has grown. The extent to which Academy knowledge and functionality reside exclusively with Graham & Josh is very high. The Committee wish to de-risk this dependence, spread the load and start succession planning. Graham & Josh want some relief from day-to-day admin so they can focus more on innovation & strategy.  Paul Weaver and Tory Wall, working as a team, have now taken over Academy admin (especially Tory’s role) and are helping to manage the Academy as a whole (especially Paul’s role). Paul is co-opted onto the Society’s management committee. Paul works pro bono. Tory works for a fee that includes her work on Dedanists’ Society communications and websites. This is an agreement for services to be reviewed annually. | **Agreed & done**  *New team started March 2021.* |
| **2. Sponsorship** |  |  |  |  |  |
| 2.1 Fund tournaments & matches for the best juniors | (4.4) | 0 | 2 | *Existing programme – No change.* Purpose is to enable high profile matchplay events that players and coaches will target and that motivate players to improve.  Tournaments: World Junior, British Under 21 & 24, Brit Girls Under 15 & 19 and Billy Ross Skinner Mixed Double.  Matches: British Junior Squad of Academy juniors plays matches against UK clubs (Queen’s, MCC) and national junior teams visiting from USA et al. | No change. |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Entertaining & Engaging Members***  ***Activities:*** |  |  |  | Entertaining & engaging with members is a core part of what we do and why people join.  Many of the associated activities (matches, pro am, AGM event, Xmas lunch) also raise funds. See the ‘Raising Funds’ section for more details. Our most popular and effective fundraising events involve the playing of real tennis. Many have been cancelled during lockdown.  Other associated activities (websites, newsletter, ambassadors) are an important part of how we communicate with members, the real tennis community and others. See the ‘Communications’ section for more detail. |  |
| **3.1 Matches** |  |  |  | *Existing programme – typical annual fixture list is 26 matches*. Add fixtures with Bristol & Canford. Use email invitation software (mail chimp) for events. Generate more donations at matches. | **Agreed** |
| **3.2 Pro Am** (Sparks Dedanist) |  |  |  | *Existing programme – pro am played annually at Queen’s in July.* No change. | No change |
| **3.3 AGM tournament & dinner** |  |  |  | *Existing programme*. No change. | No change |
| **3.4 Xmas lunch** |  |  |  | *Existing programme.* No change. | No change |
| **3.5 Other tennis & social events** |  |  |  | *Previous programmes*: Wine tasting, Estorick art gallery, legends dinners, skills nights, Fairlawne. Successful in the past. Consider doing again: | Consider for 202s/3 & beyond |
| **3.6 Websites & newsletter** |  |  |  | See ‘Communications’ below. Websites & newsletter communicate with members as well as well as entertaining & engaging them. |  |
| **3.7 Ambassadors** |  |  |  | See ‘Communications’ below. Ambassadors engage with local club Dedanists & connect them to Dedanist programmes for junior real tennis. |  |
|  |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Raising Funds***  ***Source of funds:*** |  |  |  | We wish to raise more funds in order to increase our support for junior real tennis as specified above. Our main sources of income, in value order, are members’ annual subscriptions, the T&RA grant towards Academy coaching costs, the Academy supplement to Dedanist match fees, the surplus generated by our annual pro am and the donations of well-wishers. The T&RA grant is currently fixed at 33% of Academy coaching costs. The inflow of donations is largely outside our control. The price of annual subscriptions, joining and match fees has remained unchanged for 13 years.  We plan to generate the extra funds that we need by raising subscriptions by £25 per year, joining fees by £50 and match fees by £5 per match. These increases equate to the last 13 years of inflation. Given the demand for Society membership and the value of enhanced support for junior tennis, the Committee believes that members will accept these increases – and would indeed be prepared to pay more in support of further enhancements.  Recruiting more members is another potential source of additional funds. The current number of members is 200. Members value the exclusivity of Society membership. This limits the extent to which we can exercise this option. Recruiting another 50 members is probably the upper limit. We hold this option in reserve. |  |
| **4.1 Subscriptions – raise to £75 in 2021/2** | +15 | +5 | 1 | Raise the annual sub from £50 to £75. Subs have not increased for 13 years. This recovers inflation. | **Agreed for 2021/2. Put to AGM.** |
| **4.2 Subscriptions - recruit 50 more members.**  **- Subs x 50 @ £75** |  | +3.7 | 2 | Our current membership is 200 = 5% of UK total club membership. Society members value exclusivity. We judge that with 50 new members we can retain exclusivity & recruit quality. | Consider, 2022/3 |
| **4.3 Joining fees – raise to £150**  **- Typical year = 10 x £150**  **- Special year = 50 x £150** |  | +1.5 (once)  +7.5 (once) | 3  3 | Raise the joining fee from £100 to £150. This recovers inflation. Rule of thumb that the joining fee should be twice the annual sub. | **Agreed for 2021/2. Put to AGM.** |
| **4.4 T&RA grant for British Real Tennis Academy** | + 7 | - | 1 | *Existing agreement – no change*: T&RA pays Society an annual grant to fund & run the Academy. T&RA pays of 33% of Academy coaching costs. Society pays remaining 67% plus additional scholarship & sponsorship costs. | No change |
| **4.5 Matches** | +4 | +1.3 | 1 | *Existing programme (at risk from Covid)*. The Dedanist match fee supplement helps to fund the Academy. The supplement has been £15 per match for the last 13 years. Raise to £20 to recover inflation. | **Agreed: Match fee rise in 2021/2.**  **Advise AGM.** |
| **4.6 Pro Am** | +3 | *0* | 1 | *Existing programme (at risk from Covid)*. No change. | No change |
| **4.7 AGM tournament & dinner** | +1 | *0* | 1 | *Existing programme* *(at risk from Covid)*. No change. | No change |
| **4.8 Xmas lunch** | +0.6 | *0* | 1 | *Existing programme (at risk from Covid)*. No change. | No change |
| **4.9 Other tennis & social events** | 0 | ? | 2 - 4 | *Previous programmes*: Wine tasting, Estorick art gallery, legends dinners, skills nights, Fairlawne. Successful in the past. Consider doing again: | Consider for 202s/3 & beyond |
| **4.10 Academy player fees** | 0 | 0 | 4 | *Previous programme*. We have now decided not to charge players and parents. The £20 per player per session raised max £800 pa, was a hassle to collect and a disincentive to students in addition to travel cost. | On hold |
| **4.11 Merchandising** | 0 | 0 | 4 | For example, Society ties, sweaters, gilets. Not done this yet. Phyllis could manage. Service to members rather than significant profit maker. Currently we supply Dedanist tennis shirts to new members paid by the joining fee. | On hold.  CS to consider. |
| **4.12 Donations** | Varies | 0 | 3 | On average, we raise £1K pa from donations. Exceptionally £10K in 2019 & £6.8K in 2020. We don’t focus on raising donations. We should. | Consider, 2022/3 |
|  |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Communications*** |  |  |  | *Communicate with members & the real tennis community at large in order to inform, entertain & generate goodwill.* |  |
| **5.1 Website of the Society** | (1) | 0 | 2-3 | *Existing programme.* Continue to support and develop the Society website. Launch a separate, dedicated website for the Academy and a separate Quarterly Review for the Society. Ensure that these three channels of communication complement each other. | **Agreed for 2021/2** |
| **5,2 Website of the Academy** | (1) | +1 | 2-3 | *New programme:* A new website dedicated to meeting the needs & interests of Academy management, coaches, players, parents, Society members & donors. Emphasise that the Academy & website are run by the Society. | **Agreed for 2021/2** |
| **5.3 Quarterly Review / Newsletter** |  | (?) | 2-3 | *New programme.* Martin Village & Alastair Robson have agreed to produce a quarterly review or newsletter called ‘The Dedanist’ which informs & entertains both members & the real tennis world as a whole. | **Agreed for 2021/2** |
| **5.3 Ambassadors** |  | (?) | 2-3 | *Existing programme.* The Dedanists Society ambassador to a club is an active member of that club and helps the Dedanists and the club to connect. The role is to promote junior tennis at the club, to win junior tennis grants from both the Society and the Foundation and to recommend candidates for Society membership. Most clubs now have a Dedanist ambassador. In some cases, it is the club chairman. Ambassadors enable the Society, Foundation and clubs to achieve shared goals especially with regard to junior real tennis.  The role is a new one. Some are uncertain as to what it entails. David Phillips is re-working and re-launching the programme. | On-going |
|  |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Finance, Governance & Business Processes** |  |  |  |  |  |
| **6.1 Finance** | - | - | 1  1 | Financial forecasts: The Treasurer will produce financial & cash flow forecasts for different planning scenarios as we produce them.  Cash balance: We agreed with the Treasurer that all the Society’s financial plans should, as a matter of probity, maintain a positive bank cash balance of £20K. | **Agreed**  **Agreed** |
| **6.2 Trustees** | 0 | 0 | 3 | *New*  Engage with trustees as a rich source of knowledge, skills & experience. Send them committee minutes. Invite them to attend committee meetings as observers. | **Agreed.** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Dedanists' Society** |  |  | **Full Year 2020/21 (2H est)** |  | **Forecast 2021/22** | **Forecast 2022/23** |
|  | **Forecast 2021 - 2023** |  | **Priority** | Full Year | **Assumptions** | Full Year | Full Year |
|  |  |  |  |  |  |  |  |
|  | **INCOME** |  |  |  |  |  |  |
|  | Membership Fees | Joining Fees (5 @ £100) |  | £600 | Joining Fees (15 @ £150) | £2,250 | £2,250 |
|  | (Members 210 on 01.08.21) | Subscriptions @£50 |  | £10,585 | 215 Subscriptions @£75 | £16,125 | £16,125 |
|  |  |  |  | £11,185 |  | £18,375 | £18,375 |
|  | Match Fees (@£20) | Match Fees (@£15) |  | **-** | Match Fees (@£20) | £5,000 | £5,000 |
|  |  |  |  |  |  |  |  |
|  | Fund Raising | AGM Event |  | **-** | Same profit as 2019 | £1,200 | £1,200 |
|  |  | Christmas Lunch |  | **-** | Same profit as 2019 | £500 | £500 |
|  |  | Sparks Dedanists Pro Am |  | **-** | Same profit as 2019 | £2,500 | £2,500 |
|  |  |  |  | **-** |  | £4,200 | £4,200 |
|  | Academy Funding | Donations to the Society |  | £500 |  | **-** | **-** |
|  |  | Players Contribution |  | **-** |  | **-** | **-** |
|  | T&RA Grant | 33% of Academy |  | £3,933 |  | £8,800 | £8,800 |
|  |  |  |  | £4,433 |  | £8,800 | £8,800 |
|  | **Total Income** |  |  | £15,618 |  | £36,375 | £36,375 |
|  |  |  |  |  |  |  |  |
|  | **EXPENSE** |  |  |  |  |  |  |
|  | Academy Expenses | Squad Coaching (Strokeplay) | 1 | £3,600 |  | £10,600 | £12,000 |
|  |  | Squad Coaching (Matchplay) | 1 | £3,600 |  | £4,000 | £4,400 |
|  |  | Grants for Personal Coaching | 1 | £4,600 |  | £8,600 | £10,000 |
|  |  | Scholarships | 2 | **-** |  | **-** | £2,000 |
|  |  | Workshop | 3 | **-** |  | **-** | **-** |
|  |  |  |  | £11,800 |  | £23,200 | £28,400 |
|  | Sponsorship | Sponsorship |  | £4,000 |  | £2,000 | £2,000 |
|  | Marketing | Society Shirts (new members) | | £250 |  | £250 | £250 |
|  | Administration | Academy (@£500/month) |  | £3,000 | Plus 20% expenses | £7,200 | £7,200 |
|  |  | Insurance |  | £750 |  | £850 | £900 |
|  |  | Secretarial |  | £350 |  | £400 | £450 |
|  |  | Subscription to the T&RA |  | £100 |  | £100 | £100 |
|  |  |  |  | £8,450 |  | £10,800 | £10,900 |
|  |  |  |  |  |  |  |  |
|  | **Total Expense** |  |  | £24,500 |  | £36,250 | £41,550 |
|  |  |  |  |  |  |  |  |
|  | **FUNDING GAP** | **Income - Expense** |  | **-£8,882** |  | **£125** | **-£5,175** |
|  |  |  |  |  |  |  |  |
|  | **Bank Balance (E)** | **Year End (31.7.20)** |  | **£38,850** | **Year Ends 2021 & 2022** | **£29,968** | **£30,093** |
|  | Loss for Year | Funding Gap |  | -£8,882 |  | £125 | -£5,175 |
|  | **Bank Balance (E)** | **Year End (31.7.21)** |  | **£29,968** | **Year Ends 2022 & 2023** | **£30,093** | **£24,918** |
|  | JMcV 31-3-21. JF 7/4/21 |  |  |  |  |  |  |