**Appendix: Slide by slide commentary of the TSA presentation:**

**Slide 1:** Cover slide introducing the presentation.

**Slide 2:** Details of the delegation who will be representing TSA on the 13th June.

* **Gavin Crookes:** Is from KZN and is our President. He was re-elected as President for another four-year term in October 2017. He sits on an important ITF (International Tennis Federation) Committee to re-structure the future of both the Davis & Fed Cups.
* **Riad Davids:** Is from the Western Cape and is our Vice-President. He was re-elected as Vice-President for another four-year term in October 2017. He also sits on an important ITF Committee looking at Junior Tennis.
* **Zaida Beukes:** Is from the Western Cape and is a key board member. She is the driving force behind the creation of a new TSA Task Force - set up specifically to make interventions in women’s tennis in SA.
* **Tony Loubser:** Is also from the Western Cape and is a board member. He is the new head of our Transformation and Development Committee. Tony has played a key role in putting together our new Transformation strategy – that will be presented to you today.
* **Mpho Makhoba:** Is our new Development Manager. She is an ITF White Badge tennis official (the first women to hold this honour on the continent) and won the Sports Official of the Year award at the 2016 Gauteng Sports Awards.
* **Richard Glover:** Is our (new-ish) CEO. He started at TSA in late 2016 and is pushing hard to ensure the long-term financial stability of the organisation. Since he started at TSA, the Federation has secured four new sponsors – with a further two more in the pipeline. Richard previously worked at Cricket South Africa and at Arsenal Football Club in the United Kingdom.

**Slide 3:** An overview of the 6 key areas that TSA will be covering in the presentation.

**Slide 4:** An introduction to the first key area that TSA will be presenting on – The current state of tennis in South Africa.

**Slide 5:** TSA now views the sport in South Africa across four key components – INTEREST / PARTICIPATION / HIGH PERFORMANCE / SUSTAINABILITY. Each are interlinked and equally important. TSA’s new growth plan (which is item 6 in the presentation) focuses on interventions specifically aimed at these four components. In addition, TSA recognises that transformation is woven into all four aspects.

* **INTEREST:** Where most of, much of tennis fans in this country sit. They love Serena Williams and watching Wimbledon but never pick up a tennis racket. This is an important constituency.
* **PARTICIPATION:** Where most of, much of tennis players sit – social players, clubs, schools and Universities are key foundations here.
* **HIGH PERFORMANCE:** Your Kevin Anderson’s and your Raven Klaasen’s. But also, your top junior players like Sipho Montsi, Richard Thongoana, Philip Henning and Zoe Kruger.
* **SUSTAINABILITY:** The only way TSA can grow Interest, Participation and High Performance is by creating a sustainable business model. It is early days but, as you will see shortly, we are making some early progress on this.

**Slide 6:** A summary of the key challenges faced by TSA. This is a high-level summary and so does not include every challenge – but gives you a sense of the obstacles we face.

**Slide 7:** A snapshot of the demographics of tennis fans in SA. Note the gender, racial and age profiles! These are probably fuelled by the success of Serena and Venus Williams - but provides a very exciting opportunity for TSA to build on.

**Slide 8:** A summary of the key demographic that tennis needs to start talking to!

**Slide 9:** Some more data – this time about tennis players (not fans) in SA. Tennis is a very gender friendly sport.

**Slide 10:** A snapshot of when South Africans start playing tennis. As expected 6-11 years old is a critical age group. However, we would expect that 44% to be higher for the 6-11 age group. This is something for us to work on.

**Slide 11:** The data on this slide shows what influenced players in SA to take up the sport. Schools are clearly vital but parents come a close second.

**Slide 12:** A simple summary of some of the key data insights from slides 8 – 11.

**Slide 13:** A slide introducing the second key focus area in this presentation – Our Governance Structures.

**Slide 14:** This slide gives you a snap-shot of the structure of tennis in South Africa. A few of the key components for you to understand are:

* **ITF:** The International Tennis Federation (ITF) is the governing body of world tennis, wheelchair tennis, and beach tennis. The ITF's governance responsibilities include maintaining and enforcing the rules of tennis, regulating international team competitions, promoting the game, and preserving the sport's integrity via anti-doping and anti-corruption programs. The ITF partners with the Women's Tennis Association (WTA) and the Association of Tennis Professionals (ATP) to govern professional tennis.
* **CAT:**The Confederation of African Tennis (CAT) is a continental sports organisation, which oversees 50 African countries. CAT is currently based in Tunis. CAT works very closely with the International Tennis Federation (ITF). The new dynamic, has encouraged London to delegate many projects to CAT on the continent.
* **Council:**The Governing body of Tennis/TSA - Consisting of 14 Provincial Bodies - Establishes all matters of policy under which the objects of the company are carried out. **NOTE:** TSA is in the process of changing its constitution to align itself to government’s 9 geo-political Provinces.
* **Management Committee (MANCO):**Responsible for ensuring that all decisions are taken in the best interest of the organisation and that their role is carried out effectively. MANCO deals with day-to-day running of the federation with regards to all aspects of Tennis. MANCO reports to the Board of Directors.
* **Sub-Committees:**Assigned to focus on a task or area which report to the management committee. See the next slide for more detail.
* **Head Office:**Comprises of the CEO and 11 Staff Members based in Centurion. There are various divisions within Tennis (Coaching, high-Performance, Junior Tennis, Senior Tennis, Officiating, Tournament Structures and running of Events, Admin & Finance). Head Office attends to all queries and assists stakeholders daily to ensure the smooth running of Tennis in the Republic.
* **Wheelchair Tennis:**WTSA was initially aligned with SASAPD (South African Sports Association for the Physically Disabled), but has recently closely re-aligned the organisation with TSA (Tennis South Africa) as its mother body. Responsible for development and nurturing of physically disabled Tennis Players.

**Slide 15:** Outlines the sub-committees that report to the Board of TSA and provide over-sight on all key TSA projects and focus areas.

**Slide 16:** Shows the demographic breakdown of the board members of TSA. There are currently 16 board members. Four of these board members each individually represent a special tennis interest group – specifically coaches, seniors (veterans), wheelchair tennis and schools.

**Slide 17:** Show the demographic break-down of the staff employed at the TSA head office, as well as by wheelchair tennis.

**Slide 18:** Introduces the third key focus area – Financials and the TSA business model.

**Slide 19:** Provides an overview of the financial performance of the Federation over the last three financial years. TSA’s financial year commences in April every year.

**Slide 20:** Provides a breakdown (based on the recently completed 2016/17 financial year) of TSA’s key revenue streams. SRSA’s annual grant is the biggest single source of funding. **NOTE** that we are awaiting confirmation on our National Lottery application dating back to November 2015. We have been informed that this application has now been adjudicated, but we have not received confirmation of the amount.

**Slide 21:** Provides a breakdown of the SRSA funding received for the 2016/17 financial year.

**Slide 22:** Provides a breakdown (based on the recently completed 2016/17 financial year) of TSA’s key expense items. NOTE that we are in discussions with a major South African corporate to become the official transformation and development partner of tennis in SA. Should this become a reality then TSA will be able to invest a significant amount into this critical space.

**Slide 23:** Outlines the barriers to us creating financial sustainability. However – we are making progress to overcome these barriers. See the next slide.

**Slide 24:** Outlines the recent success we have had with sponsors. Their involvement has been specific up to now – mainly focused on the Davis Cup – but we are in discussions with all of them to extend their involvement into other critical areas.

**Slide 25:** Introduces the fourth and arguably most critical aspect of this presentation – Transformation & Development.

**Slide 26:** Summarises some of our key weaknesses as outlined by the 2015/16 EPG Transformation Status Report.

**Slide 27:** Introduces our current thinking and progress in this area. TSA is not where it needs to be in terms of transformation but is acting to remedy this – as you will see in the slides that follow.

**Slide 28:** Outline the key principles of our new strategy.

**Slide 29:** Summarises the key focus areas of the new strategy.

**Slide 30:** This is one of the most important slides in this section. It underlines two key principles in our thinking:

* The provision of coaching is fundamental to growing the game.
* The programme must be driven centrally.

**Slide 31 and Slide 32:** Should be read together. It outlines the interventions we are in the process of making – both on and off the court.

**Slide 33:** A key aspect of the new strategy is the creation of 3 x TSA Development Centres. Essentially these are TSA managed centres that will pull together the various development initiatives in the Provinces. Initially, and for budget reasons, the first three centres will be based in Gauteng, Western Cape and the Eastern Cape OR KZN, respectively. Once we build up our cash reserves we would like to extend these centres to all 9 Provinces (i.e. one per Province) on a staggered basis.

**Slide 34:** We have much to do in the Transformation space but we have made some progress in some key areas. Slide 32 outlines some recent highlights.

**Slide 35:** This slide outlines the recent Indaba TSA held to re-look at its approach to tennis in schools. We are committed to building better relationships with key stakeholders in this space – especially the Department of Basic Education.

**Slide 36:** We face some critical challenges in women’s tennis and we have also kicked off an initiative looking at improving the female side of the game. This Task Force consists of TSA board members, coaches, ex-players and a coaching representative from Netball SA.

**Slide 37:** Introduces focus area number 5 in our presentation – Our performance on court.

**Slide 38:** Shows that we are having some success at the French Open (the second Grand Slam) of the year but this success is restricted to the men’s side of the game. So, there is much work to do!

**Slide 39:** Summarises our current performance in the Davis Cup (Men) and Fed Cup (Women). The Davis and Fed Cups are for national teams and can be described as the World Cup of Tennis. The challenges on the women’s side of the game are demonstrated by the ongoing poor performances of our women’s Fed Cup team. Our Davis Cup team are in a good space at present and have a real chance of promotion.

**Slide 40:** The good news is that we have some very promising young talent coming through in our junior ranks.

**Slide 41:** Junior tennis is healthy and strong. We have many raw materials to work with.

**Slide 42:** Wheelchair tennis is also a consistently good performer.

**Slide 43:** Introduces the final part of our presentation – our growth plan for tennis. TSA must be honest about the challenges and areas for improvement. Our growth plan is an attempt to stop making excuses but rather become more proactive in growing the game in SA.

**Slide 44:** Sums up the above attitude with a relevant quote about changing the way we do things.

**Slide 45:** Outlines the four clear goals we set ourselves - at the start of 2017 – with the target of achieving them by 2024. Transformation is weaved into all four of these goals.

**Slide 46:** Is a very high-level summary of how we plan to achieve Focus area 1: Building Interest. There is more detail behind this thinking but time constraints mean we have summarised the key actions.

**Slide 47 and 48:** Outlines two of the key initiatives we have launched in 2017. Both are key in transforming the sport. Beach Tennis can be played anywhere and does not require an expensive tennis court to play – you just need sand! So, this is a key development focus for us – especially in non-traditional tennis schools. Cardio Tennis is aimed at getting young black females onto the court.

**Slide 49:** Is a very high-level summary of how we plan to achieve Focus area 2: Participation.

**Slide 50:** Is a new initiative we are launching shortly - a high profile National Club Championships – aimed at growing club tennis across all parts of SA – with a development and transformation focus to it.

**Slide 51:** Is a very high-level summary of how we plan to achieve Focus area 3: High Performance.

**Slide 52:** Is a very high-level summary of how we plan to achieve Focus area 4: Sustainability.

**Slide 53:** Is a one page summary of our new growth plan + the key focus areas.

**Slide 54:** Is the end of the presentation. Thank you.