



The Old Bedfordians Club

Five-Year Plan (2022-2026)



Table of Contents

Section	Heading	Page
1.0	Executive Summary	3
1.1	- The next five years	3
2.0	Current Operating Environment	5
2.1	- Background to the Plan	5
2.2	- Key Metrics for the OB Club	6
2.3	- Strengths, Weaknesses, Opportunities & Threats (S.W.O.T)	7
2.4	- Political, Economic, Social, Technological, Legal and Environmental (P.E.S.T.L.E.)	8
3.0	The Strategic Plan	9
3.1	- The Operational Plan	9
3.1.1.	• Pupil engagement	10
3.1.2.	• Young OB engagement	11
3.1.3.	• Careers and Networking	12
3.1.4.	• Creating Affinity Groups (Sport, The Arts, Music, Drama and Debating)	13
3.1.5.	• Eagle Supporters (Subscribing membership)	15
3.1.6.	• Communications	16
3.1.7.	• Events	17
3.1.8.	• District Vice Presidents (DVPs)	18
3.1.9.	• Commercial	18
3.1.10.	• Governance (Succession Planning, Role of the Council and Executive Committee)	19
3.2	- Bishop Memorial Fund	19
4.0	Risks	20
5.0	Financial Summary	21
5.1	- Funding	21
5.2	- Investments	21
5.3	- Statement of Income and Retained Earnings	22
5.4	- Statement of Financial Position	23
5.5	- Detailed Income and Expenditure	24
6.0	Resource Summary	25
6.1	- Members of the BSA and Club Team	25



1.0 Executive Summary

Despite the faster pace of the ever-changing world, we currently live in, the role and objectives of the Old Bedfordians Club (the Club) have stayed remarkably constant since it was founded in 1891, namely:

- 1. To foster and maintain the relationship between alumni and to assist and support members in their careers and lives.*
- 2. To maintain the bond between Bedford School and its alumni so that the development of the school, aims, and objectives are achieved.*

Whilst these objectives have endured the test of time, the current global pandemic, the evolution and use of technology, rapidly changing workplaces and competition from other institutions means that the Club, if it is going to continue to thrive well into the future, will be faced with significant challenges and opportunities. This plan will explore these challenges and propose ways of overcoming them, a detailed set of deliverables will then be developed.

By the end of 2026 we will have built on our objective of providing lifelong support to our global community, with a range of activities, facilities, products and services in a mutually beneficial partnership that generates meaningful connections and strengthens ties with the school.

This Plan has been prepared by the Executive Committee for approval by the Council and for subsequent presentation at the Club AGM on the 9th of July 2022. After presentation to the AGM, the Strategic Plan will be distributed as necessary and will be published on the Club website. The on-going implementation of the Plan is the responsibility of the Executive Committee and the staff of the Club Office.

This five-year plan seeks to achieve this through an innovative, dynamic, bold, and wide-ranging in scope. Whilst it is certainly complex and challenging, it is also, with considerable hard work, ultimately achievable. The OB Community, and Club Office, will be working collaboratively to make this strategy a reality, following this simple values.

VALUES

- **PROFESSIONALISM**
The OB Team are clearly focused on delivering a high-quality service
- **CHARACTER**
Strengthening relationships through honesty, integrity and ethical conduct



- **GRATITUDE / APPRECIATION**
Loyalty and goodwill
- **CONCERN FOR OTHERS**
The Club will always look out for OBs in need of support
- **INNOVATION**
Seek out new opportunities in technology, alumni relations etc

1.1 The next five years

Over the coming years we will build on our strong foundations to develop the way that the Club engages with its members through a series of ten all-encompassing, yet interconnected, focus areas. We plan to achieve these **goals and objectives** with a detailed set of actions, with targets and measurements in place, for the first three years, when the plan will be subject to review and updating.

Ensuring that current pupils are made aware at an early stage of the existence of the Club is vital so that by the time they leave the school they are fully au fait with the goals and objectives of the Club.

While maintaining contact with our whole community we will focus our new digital networking platform (Eagle Connect) to engage with Old Bedfordians (OBs) of all ages, but in particular with those in the 18 – 40 age bracket. In addition, we will harvest more of the commercial potential of our brand and our membership, to generate greater revenues. This will broaden our income base so that we are not purely dependent on parental and membership subscriptions, and it will allow us to give back more to members via an ever-increasing range of services, opportunities, events, and experiences.

Over the coming years, we will continue to adapt and improve in order to deliver what our members and prospective members expect from their Club. OBs have consistently shown that they are willing to support both the Club and the school, not only through legacies and bequests, but also by contributing their time and expertise in career support, mentoring and internships.

This plan will create a long-term strategic vision for the Club. It articulates the vision, mission, priorities, strategies, goals, and tactics to deliver the plan. Priorities are well understood across all areas of the school. Senior leadership and school staff play an active role in championing the strategic plan for OB engagement. Measurable outcomes for each part of the strategy will be reported regularly. Parities and strategies are directly tied to development and institutional strategic plans. Measuring and benchmarking capabilities are in place to track every aspect of



engagement and produce an annual report that will inform the strategy for the year ahead.

2.0 The current operating environment

2.1 Background to the Plan

This plan outlines the goals and objectives that the Club will deliver over the coming five years and will be subject to approval and regular review by both the OB Executive and Council.

Since 2011 the Club has been a member of the Bedford School Association (BSA), which was set up to support one of the school's key objectives of 'an education for life' for its pupils. The BSA supports this by creating and maintaining a fully engaged community (Pupils, OBs, current and former parents), allowing members to reconnect and enabling each constituency of the BSA to participate in activities tailored to their needs.

The 2018 Member Survey showed that the Club was broadly successful in meeting its members' expectations, although there were areas for improvement. Since 2018, the Club has been progressing several initiatives highlighted by the survey.



The most important of these was the introduction in late 2019 of Eagle Connect (EC), our digital networking platform, that now has over 1,750 active members, 80% of whom have indicated their willingness to provide help and support to other members.

The pandemic has had a significant impact on the Club, and the school in the way they engage and interact with each other. Operational procedures have had to change in response to the changing environment, with a focus on the use of technology. This dynamic situation has led to a hybrid model, the benefits of which will be retained once the world returns to a semblance of normality.

A Pupils' time at Bedford is just the start of what we hope is a lifelong relationship with the school. As the school continues to grow and develop, the Club will see further growth in membership and, in return, will have greater opportunities, as well as greater requirements, in terms of expectations of member services.



2.2 Key Metrics for the Club

The key metrics for the Club for the last three years (as at July 2021) are set out in the table below:

Key Metrics	July 2019	July 2020	July 2021
Members of the Club (without end of year School leavers)	9,218	9,115	9,188
Subscribing members	809 (8.8%)	802 (8.8%)	760 (8.3%)
OBs with known email addresses	5,234 (56.8%)	5,393 (58.8%)	5,509 (60%)
OBs with known postal addresses	6,755 (73.3%)	6,810 (74.6%)	6,877 (74.8%)
OBs with known email address but no postal address	254 (2.7%)	264 (2.9%)	285 (3.1%)
OBs with known postal addresses but no email address	1,797 (19.5%)	1,654 (18%)	1,613 (17.5%)
'Lost Boys' (OBs with no known email or postal addresses)	2,336 (25.3%)	1,991 (21.8%)	1,985 (21.6%)
Eagle Connect members (and as a percentage of OBs for whom we have email addresses)	-	1,270 (23.5%)	1,589 (28.8%)
Confirmed Connect members	-	-	2,197
UK DVPs	13	13	14
International DVPs (Number of countries)	51 (31)	48 (29)	53 (32)
Events in the last 12 months (Reunions, Get Togethers, Gatherings and Virtual Events)	65	34	37 *

* Of the 37 events for 2021, all but two were held online.



2.3 SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - A highly motivated OB team, with a diverse range of skills - The club is actively in contact with over three quarters of all members - The Club's worldwide network of DVPs - OBs involved in many different careers and professions, with many willing to help other OBs and current pupils - Over 50% open rate on emails from the Club - Interconnectedness with the BSA membership 	<ul style="list-style-type: none"> - Uncertainties around long-term funding - Gradual decline of the subscribing membership base - Size of core team may be insufficient to fully deliver the range of services
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Advertising revenue - Online marketing - Support for budding OB entrepreneurs e.g.: The 1556 Ltd - Opportunity to engage more closely with BGS/BMS alumni clubs. - Early year career and mentoring service - Expansion of the remit of the Bishop Memorial Fund 	<ul style="list-style-type: none"> - Changing funding model - Resurgence of the current or another pandemic - Competition from other institutions (i.e.: universities) - We fail to recognise the different wants and needs of different age profiles of members. - An all-male Club is not seen as inclusive in this day and age

Compiled by Craig Mitchell and Hugh Maltby



2.4 PESTLE

The Club operates in an environment which is impacted by several generic factors that are largely out of our control but could have a significant effect on the way the Club operates into the future.

POLITICAL	ECONOMIC
<ul style="list-style-type: none"> - <i>The Labour Party's stance regarding private education.</i> 	<ul style="list-style-type: none"> - <i>Changing funding model because of shifting priorities</i> - <i>Strong brand image</i>
SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> - <i>Increasing use of mobile devices: potential to engage with a wider audience</i> - <i>We are a "trusted voice" in an environment where there is "too much online content"</i> - <i>Impact of the pandemic</i> 	<ul style="list-style-type: none"> - <i>Ever-increasing access to, and speed of, broadband web access</i> - <i>Changing forms of communication</i>
LEGAL	ENVIRONMENTAL
<ul style="list-style-type: none"> - <i>General Data Protection Act issues with our membership database</i> 	<ul style="list-style-type: none"> - <i>Improving internal processes so that less paper is required to deliver content</i> - <i>Impact of climate change</i>

Compiled by Craig Mitchell and Hugh Maltby



3.0 The Plan

The school's published mission statement is "Teaching boys to think intelligently, act wisely and be fully engaged in a challenging and changing world". The Club can support OBs to make their first steps in this demanding and dynamic world by offering help and support.

The ten key focus areas of the plan are set out in more detail below with a notional priority attached, recognising that all areas are interconnected and will need progressing in concert to deliver the overall strategy. The specific actions of the Operational Plan over the next three years, along with targets and measurements, are set out in Annex A.

Whilst all ten focus areas are important, a priority ranking has been assigned to each one, recognising that the effective delivery of some may be dependent on the prior delivery of others. For example, communications are key to just about everything the Club does, while successful early engagement with pupils and younger OBs will lead to a healthy and vibrant club.

Ref.	Key Focus Area	Priority Score
3.1.1.	Pupil engagement	2
3.1.2.	Young OB engagement	3
3.1.3.	Careers and Networking	6
3.1.4.	Creating Affinity Groups (Sport, The Arts, Music and Drama)	9
3.1.5.	Eagle Supporters (Subscribing members)	4
3.1.6.	Communications	1
3.1.7.	Events	7
3.1.8.	District Vice Presidents (DVPs)	8
3.1.9.	Commercial	5
3.1.10.	Governance (Succession Planning, Role of the Council and Executive Committee)	10



3.1 Operational Plan

3.1.1 Pupil engagement

Strategic objective: to play a meaningful role in every pupil's time at the school, so that by the time they leave they are fully engaged and understand the goals and objectives of the Club.

Engaging with future OBs cannot start soon enough. Indeed, with competition for attention, loyalty, and money, from universities and other charitable bodies, the Club needs to create and foster a sense of belonging as soon as is practically possible. Effective engagement that yields a sense of belonging should start when pupils are at the school. It has been shown that the longer the engagement lifecycle is, the stronger the connection between the school and its alumni and therefore the likelihood of increased support in the future.

Pupils and parents will be informed about the long and rich history of the school and the role of the Club at every opportunity. Members of the BSA and OB Community will attend various forums such as school open mornings, parent, and tutor evenings to explain the value that the Club offers both as a pupil and an OB.

The Club will utilise all appropriate communication channels to ensure OBs of all ages and of all locations feel a strong sense of association and are aware of all the events taking place.

The OB community is a vital source of pupils for the school, with circa 10-15% of the current school roll made up of boys who have family connections with the school. The Club plays an important role in the recruitment of future students to the school as part of the prospective parent process.



A Conversation with Sir Alastair Cook

This week our Y8 boys were excited to watch an interview with none other...

Inspiring the next generation



Head of School, Andy Wong

Increasingly we are seeing current and past parents attending Club and BSA events, which is strengthening ties and bonds.

In a symbolic gesture, the Head of School is presented with a Club tie at the final assembly of the Summer Term.

It is a great advert for the Club that OBs are now regularly back at the school giving lectures, hosting events, or giving guidance on universities and careers. From an early age boys are made aware of the scale and benefit of joining the Club.

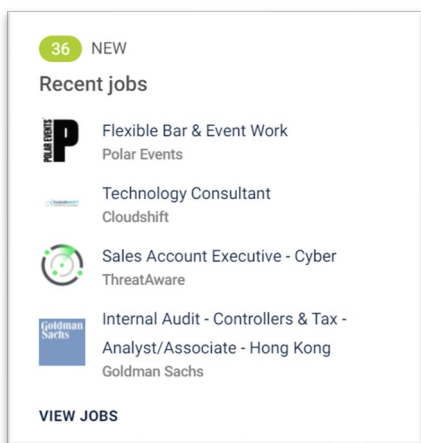


3.1.2 Young OB engagement

Strategic objective: provide a structured engagement programme for all young OBs, which results in a long-term relationship with the Club and school.

Engaging young OBs (aged 18–40) is vital for the future success of the Club. Often this group has limited capacity to interact with the Club and therefore any touch points need to be relevant to them in their young lives. By creating engagement opportunities, young OBs are less likely to lose touch with the school and more likely to give back in the future.

Members of the OB team give a presentation to Upper Sixth leavers in the Spring Term giving them a full run-down of the services provided to them by the Club, both at university, through EC and in their careers beyond.



After receiving their ‘A’ level results, OBs will be invited to join online their ‘University friends club’ on EC. This is effectively a mini-OB community within the wider EC community specific to the university they are going to. New OBs can then communicate online with other OBs already at the university to ask for help and advice. This has the advantage that OBs will use EC rather than the universities own online application if they have one.

Despite the move to the digital age and the potency of online engagement platforms, there is no substitute for ‘being there’, for visiting the school, and connecting face-to-face with the school community. A five-year reunion programme will be created to encourage OBs to get together. Before leaving the

school, pupils will be informed that they will only get an invitation to such events by being members of EC (see later section), therefore encouraging them to sign-up. Invitations will be sent through EC.

EC has a jobs board where members can advertise jobs or work experience opportunities. OBs can see other members who have links to the company being advertised, enabling them to quickly and easily find members who can mentor them through a potential job application.

The London networking events were introduced in 2010 and have proven to be very popular amongst the younger OB



London networking event 2021



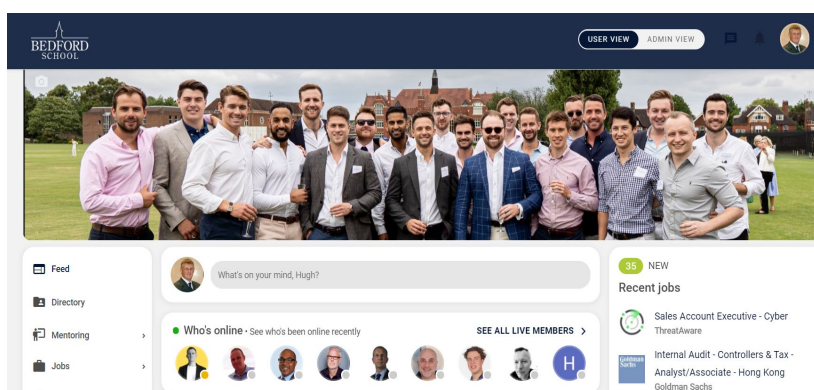
community. We need to review the format of the events and perhaps introduce more themed events with OB industry experts providing presentations on their chosen fields.

Officers of the Club will visit universities throughout the UK on a rolling three-year basis to ensure there is a strong link between the Club and students.

3.1.3 Careers and Networking

Strategic objective: to provide a first-class careers and networking service that differentiates the Club from other providers, such as university careers departments.

Through harnessing the professional expertise of the OB community, we can provide meaningful opportunities to interact and learn, both for OBs and for existing pupils who are exploring their own careers. Our business networking programme, both face-to-face and through EC, aims to provide support for pupils and OBs at every stage of their career path.



The thought of leaving school can be quite daunting for some, especially if they don't know what they want to do. The OB Careers Fair was established 16 years ago to provide pupils with the opportunity to ask questions and seek more detailed career insight. The Fair has also helped re-engage OBs with the school, with several OBs offering subsequent support for pupils, such as mentoring, work experience and internships.



Following the success of the 'virtual' Careers Fair in 2021, it has been agreed to continue with the online Career Fair format and open it up to pupils from across the borough of Bedford, not just the Harpur Trust schools. By running the Fair in this manner, the Club in its own right, will be supporting the school's extensive community outreach service.

The Club will also look to develop other ways to assist boys and young OBs with career guidance and support. This may take the form of the London Business Networking Forum or OBs in a specific sector acting as a mentor for a period.



OBs play a dual role in career guidance and professional mentoring. They may be both recipients of the service as well as mentors themselves, utilising their job experiences to give back to the school community. EC's online digital business/social networking platform creates a directory of OBs to use for career related searches and to support online mentoring. This will be used in conjunction with the Fair to provide a significant level of ongoing support.

The Club office will continue to work closely with the school careers department to ensure a seamless journey once the boys leave the school.

The ambition of the Club is limited according to the resources available within the OB office. It is therefore proposed that we revitalise the OB Executive Committee to run the 'Bedford for Life' programme. It is the proposed business-networking arm of the BSA, a separate committee of volunteers focused on developing professional connections.

3.1.4 Creating Affinity Groups

Strategic objective: create affinity groups that appeal to a diverse audience that maximises engagement.

Creating affinity groups will help to connect OBs based on a shared interest, similar profession, or personal interests, reinforcing current and future engagement. During 2022, we will establish a set of 'interest groups' as part of our overall engagement programme. Interest groups may include sporting clubs, music, and drama. Through the introduction of such groups, we will offer OBs the opportunity to socialise with other OBs, pupils, parents, and staff with a shared interest, and to support an area of school life they are passionate about.

3.1.4a Sport

The Club will seek to expand sporting contacts amongst OBs and with the school by creating, supporting, and encouraging the formation of OB Sports Clubs. The permanent staff of the Club will support individual sports, but the success of these



Phoenix BC racing at Henley

Clubs largely depends on volunteers willing to put in time and effort.



OB Cricket Club,

Where possible Committees should be established, and succession plans put in place to ensure that sports go



from strength to strength. All sports should have an annual fixture against the school. This is an excellent way for current boys to meet OBs on an individual level, and to be introduced to the Club on a more general level.

3.1.4b The Arts

The Club is delighted that large numbers of OBs are actively involved with the Arts either professionally or as keen amateurs. For some, this was stimulated by their time at the school, but for others it may be a more recent passion. The Club will help to promote appropriate events to its members and identify opportunities to bring OBs together to share in the enjoyment of a particular concert, production, lecture, or exhibition. Recent online presentations have included OB Peter Webb's talks on 'David Hockney as I have known him', 'My print collection from Michelangelo via Rembrandt to Picasso' and 'Durer'. A series of popular Art Society lunchtime talks by OBs have also taken place online.

3.1.4c Music

The Club is keen to facilitate musicians of all abilities and ages to an annual music event in the Quarry Theatre. There is a growing group of OB musicians and it is hoped that EC will become a focal point for interested musicians to forge new relationships. For example, OB Olly Walker (10-19) gave an online 'Music Tech' presentation to the boys. OB Tom Gulliver (06-17) had an online conversation with the boys regarding his new album.

3.1.4d Drama

The Club has a rich history of supporting drama at the school. OB and Holby City actor, Bob Barrett (74-84), has made several visits to the school in recent years to impart his knowledge and experience to a younger generation. OBs who are forging their careers in the world of film and drama, including Jonno Davies (01-10), Logan Jones (06-17), Jonny Hosking (12-19) and George Robertson (15-20), have all given highly enjoyable online presentations to the boys.

3.1.4e Debating

The art of debating has long been encouraged at the school. In April 2018, the Club hosted a 40th Anniversary of the Union Society's Presidents' Debate, which took place on Saturday, 22 April 1978. This special anniversary event debated the motion: 'This House believes in the unfettered freedom of speech'. A recent joint debate between the school and Club was cancelled due to the impact of the pandemic, but it is hoped that future events will be able to take place.



3.1.5 Eagle Supporters (Subscribing Membership)

Strategic objective: to increase the number of Eagle Supporters by offering new complimentary benefits

The OB Council wants to increase the number of subscribing members, creating lifelong subscribers that perpetually renew and engage with the Club. However, establishing a lifelong relationship is far more important than any short-term revenue subscribing membership generates. The initial subscription transaction is just a starting point and not the primary objective. With the above in mind, the Club has focused on implementing the 'Subscribing Membership Strategic Plan' that was approved by the OB Council in March 2019.

Much has been achieved since the plan's approval by the Council. This has included:

- Getting all members of the Council and Executive to demonstrate leadership by becoming subscribing members themselves.
- Redesigning the enrolment process to make the 'signing up' process easier and simpler.
- Development of the online business directory, EC and networking opportunities.

To enhance the membership experience, we have launched an additional complimentary benefit. The Club has teamed up with Shop St., an intuitive mobile App which provides discounts across hundreds of leading retailers, enabling OBs to make savings and budget effectively. Retailers include Amazon, Costa, Next, Adidas, Uber, Asda, Tesco, Sainsburys, Curry's, Pizza Express and hundreds more are included, offering discounts of up to 25% off purchases.

Attracting new subscribing members will lead to increased annual revenue for the Club, thereby in turn giving us the opportunity to add additional services that are not offered today.



3.1.6 Communications

Strategic objective: to engage through the various mediums at our disposal the greatest number of OBs, ensuring that the content is interesting and appealing to all age groups in all geographic areas.

OBs lead busy lives, building careers, families, jobs, homes, social networks etc, so we must work hard for their time and make it easy for them to engage with us. We must recognise that they are too busy to wade through mass communications and therefore we need to target them with relevant information.

The production of the Ousel and Review to the OB community have an important role to play, e-newsletters and an active presence on social media are crucial elements to increasing our reach to the OB community. Technology does play a key role in evolving our communication strategy, from tailoring our communications to different segments, to supporting our careers and mentoring programme.

The Ousel, which remains the primary publication and official school record, is distributed each December to those Members who elect to pay an annual subscription (circa 760 OBs). The Ousel incorporates obituaries, DVP news and general news items (from



both the Club and OBs) and is the official school record. A significant amount of time, effort and funding goes into the production and distribution of the magazine but is only seen by a minority of OBs. The Club pay a proportion of the cost based on the number of pages and postage and packaging – in 2021 this equated to roughly £6,330.

The OB Review is published each June and distributed to all OBs on our mailing list, which is circa 6,877, or 74.8% of the total. The publication has news stories and general articles covering the period November through to May.

Monthly email newsletters are sent out to 5,509 OBs located throughout the world. Open rates remain high – 53.4% for OBs over 50 years old and 32.9% for those under 50. This compares extremely favourably with an industry standard of

21.3%. During the last two years we have changed the content of the news emails introducing new items, such as the 'did you know' section, reminiscences, and general articles of interest. It's



encouraging that we regularly receive emails from OBs informing us about how much they've enjoyed reading the latest news.

Our social media presence and posting has also increased with more use of Facebook, Twitter and Instagram in the last two years. In addition, the Club has also increased its presence on LinkedIn and will be looking at further developing the Club's (LinkedIn) account to engage with OBs on careers and networking.

WeChat, the leading social media platform in China is the Club's next social media platform that will be developed. OBs resident in China will be asked to join and encouraged to share content and contact details to create a vibrant local community.

3.1.7 Events

Strategic objective: to provide a broad calendar of physical and online events that appeal to the whole community.

The global coronavirus pandemic has led to a fundamental change in the way the Club engages with its members. However, it has shown considerable resilience in the face of such adversity and has responded swiftly and dynamically by instigating a varied and interesting programme of virtual events and presentations, mainly delivered by OBs together with past and current parents.

In the future, the Club will aim to return to delivering a full calendar of face-to-face events, reunions, and gatherings as these are our "corner stone" in terms of engagement. Some may be general, while others appeal to a specific audience, focussing on certain interests and activities. Whenever possible, a representative of the Club management will participate in reunions. The Club will continue to promote and organise year-group and House reunions at the school.



The Club hosts several 'flagship' events each year. A Club Annual Dinner is held each autumn term, while Old Bedfordians Week takes place at the school each year in the last week of the Summer Term and includes sports and other events, culminating in the President's and Head Master's "At Home" lunch on the final Saturday which is open to all OBs and their partners.

Some 'virtual' or hybrid events will be retained such as the Careers Fair along with some Zoom presentations and talks that have the advantage of being accessible to a global audience (time zones permitting).



3.1.8 District Vice Presidents (DVPs)

Strategic objective: to have a vibrant and connected global community of DVPs who support members in both an active and passive capacity.

Members of the Club live and work throughout the UK and many overseas countries. DVPs provide the focal point of contact for all Members living in, or visiting, their areas. They provide a link back to the school and to the Club HQ at Bedford, as well as to the Foundation. Many DVPs plan regular social functions, typically annual reunion lunches or dinners, at which contact can be initiated, maintained, and developed. Members visiting parts of the UK, and overseas particularly, are encouraged to contact the local DVP for information about the locality, or on business matters and opportunities or just socially. Over the years, many enduring friendships and opportunities have evolved from such functions and contacts. The network has the potential to bring distinct benefits and introductions to those who take advantage of it. It is the framework that holds the Club together and is vital to its continued vigour and success, not only socially but also financially.

Over the next few years, the Club hopes to provide an enhanced level of support to its DVPs.

3.1.9 Commercial

Strategic objective: to maximise the commercial and merchandising opportunities to raise additional income to allow us to expand the range of activities available to Club members.

By embracing commercial opportunities, we will provide some resilience against current and future financial pressure faced by both the School and the Club.

The Club has previously endorsed commercial advertising in the past. For example, adverts were regularly placed in the Ousel for local businesses and OBs. The Club will ensure that any branded merchandise relating to the Club is both appealing and appropriate. It is important that colours and design are all a standard form.

Maintaining a strong brand image is of paramount importance and will be constantly reviewed by the Club, to ensure that potential advertisers align with the values and image of the Club.

Over the next five years, the Club will capitalise on the contacts available via the Old Bedfordian Network to:

Provide Members Discounts with Prestigious Brands;

Raise income from advertising in Club literature, such as the OB Review. Adverts are likely to be for smaller businesses, managed by OBs, such as hotels,

All Businesses

Cosanostra Design
Advertising & Marketing - Bedford, England, United Kingdom
Advertising & Marketing
We are a leading creative graphic design consultancy based in Bedford. We specialise in branding and communications in print. [Read more](#)

CroWhite
Staffing & Recruiting - London, England, United Kingdom
Know Better, Do Better
CroWhite is an expert network and recruitment firm. As an expert network firm, we connect organizations, who are in need. [Read more](#)



wealth management; and the sponsorship of Old Bedfordian events.

EC has its own *business directory* where we have encouraged OBs to advertise their companies, and where applicable, provide discounts.



3.1.10 Governance

Strategic objective: to ensure that the Club has robust governance procedures and processes in place.

The Club will ensure that a robust succession planning policy is adopted, whereby selection of the President and Chairman follow a defined process with deputies appointed to support them, who will learn the role and take over when appropriate.

Selection of members of the Council and Executive should also follow a defined process, with members of the Executive transitioning to the Council at an appropriate time.

The roles and responsibilities of a member of both the Council and the Executive Committee should be clearly set out.

3.2 Bishop Memorial Fund

While the Club takes a keen interest in the Bishop Memorial Fund, it is administered by its own specific group of Trustees. The Fund has been used to help OBs and their dependents who have fallen on hard times. During the pandemic, the Fund came into its own supporting fourteen OBs. The fund supports one of the Club's key objectives: *Concern for others*.



4.0 Risks

This section outlines the incoming areas of risk.

Risk	Detail	Likelihood	Impact	Mitigation
GDPR	Mis-use of personal data	Low	High	Harpur Trust protocols in place
Data breach	School/Club systems are compromised/hacked by a third party	Low	High	School security policies and systems. Blackbaud's processes and procedures have been materially improved.
Shop St	Low uptake may result in withdrawal of service.	Low	Low	Regular monitoring of sign up and anecdotal feedback.
School reduces Club funding	Future economic landscape and change in government i.e.: removal of VAT	Low	Medium	Change in Club operating model to reflect changing budgets. Further commercial opportunities to supplement income.
OB Office Succession plan	OB Team retire/leave without a clear succession plan in place resulting in loss of contacts	Medium	Medium	Ensure that knowledge is recorded in Raisers' Edge
OBs in their early 20's lose contact	Club loses contact with young OBs creating a lost generation including China	Low	Medium	Ensure leavers are engaged before they leave the school and contact details are recorded.
Change in school leadership	Change in Head Master leads to an appointee who is less supportive of the Club	Low	Low	Ensure that the Club is seen as a positive addition to the school community adding significant value.



5.0 Financial Summary

5.1 Funding

Strategic objective: to ensure that the Club maximises the return on its assets.

The Club's funding can be split in to two areas.

- The operational costs, which are funded by the school and administered as a standard School budget through the Bursary; and
- The Club account. This is made up of those funds controlled by the Club prior to 1st April 2013 (the day of Club/school transition), and the subsequent income from investments and voluntary annual subscriptions. This account remains under the control of Officers of The Old Bedfordians Club. It will be used to support costs of specific Club activities as well as the Ousel (costs relating to the OB element for design, print and distribution).

5.2 Investments

The Club's investment portfolio is held by the 'Advisory Managed' Service of Charles Stanley and Company Ltd (stockbrokers). The Club will manage the portfolio through its Finance Sub-Committee, which will act on any of Charles Stanley's advice, which it considers appropriate, taking into account taxable gains implications, regarding the restructuring of the portfolio. Any action, including the placing of temporary surplus current account funds on interest earning accounts, is subject to the investment policy approved by the Council.



5.3 Statement of Income and Retained Earnings

	2020	2019
	£	£
Turnover	<u>31,506</u>	<u>33,147</u>
Cost of Sales	6,665	10,942
Gross Surplus	24,841	22,205
Administrative Expenses	<u>6,725</u>	<u>6,636</u>
Operating Surplus	18,116	15,569
Interest Payable and similar expenses	-	<u>1</u>
Surplus before taxation	18,116	15,568
Tax on surplus	<u>363</u>	<u>363</u>
Surplus for the financial year and total comprehensive income	17,753	15,205
Retained earnings at the start of the year	<u>142,755</u>	<u>127,550</u>
Retained earnings at the end of the year	<u>160,508</u>	<u>142,755</u>



5.4 Statement of Financial Position

	2020		2019
	£	£	£
Fixed assets			
Tangible assets		1	1
Investments		<u>97,772</u>	<u>98,980</u>
		97,773	98,981
Current assets			
Stocks	2,747		2,759
Cash in bank and in hand	<u>79,852</u>		<u>58,236</u>
	82,599		60,995
Creditors: amounts falling due within one year	<u>19,864</u>		<u>17,221</u>
Net current assets		<u>62,735</u>	<u>43,774</u>
Total assets less current liabilities		<u>160,508</u>	<u>142,755</u>
Net assets		<u>160,508</u>	<u>142,755</u>
Capital and reserves			
Profit and loss account		<u>160,508</u>	<u>142,755</u>
Shareholders funds		<u>160,508</u>	<u>142,755</u>



5.5 Detailed Income and Expenditure Account

Old Bedfordians Club		
Detailed Income and Expenditure Account		
Year ended 31 December 2020		
	2020	2019
	£	£
Turnover		
Annual subscriptions and donations	22,069	21,682
Investment income	<u>9,439</u>	<u>11,465</u>
	31,506	33,147
Cost of Sales	2,759	1,462
Opening stock	-	2,709
Purchases	324	2,595
Events expenses	<u>6,329</u>	<u>6,935</u>
Ousel and newsletter expenses	9,412	13,701
Closing stock and work in progress	<u>2,747</u>	<u>2,759</u>
	6,665	10,942
Gross Surplus	24,841	22,205
Overheads		
Administrative Expenses	-	221
Travel and subsistence	2,000	2,000
Office expenses	-	488
Sundry expenses	595	-
Charitable donations	492	467
Bank charges	1,849	2,438
Investment management fees	1,000	1,008
Accountancy fees	<u>789</u>	<u>14</u>
Loss on disposal of investments	6,725	6,636
Surplus on society trading	<u>18,116</u>	<u>15,569</u>
Operating Surplus	<u>18,116</u>	<u>15,569</u>
Interest Payable and similar expenses	-	<u>(1)</u>
Surplus before taxation	<u>18,116</u>	<u>15,568</u>



6.0 Resource Summary

6.1 Members of the BSA and Club Team

Name	Role
Hugh Maltby	Director of the BSA and Club
Vin Gaten	Development Director
Gina Worboys	Deputy Director of the Club (0.8 FTE)
Bev Marshall	Foundation/BSA
Clara Policella	Communications/Marketing
(Possible Vacancy)	EC (0.4 FTE)

Note: Staff members are allocated to functions that are not mutually exclusive to either the BSA or Club.