

2021-23  
**INCLUSION  
STRATEGY**





# CONTENTS

<b>FOREWORD</b>	<b>3</b>
<b>INTRODUCTION</b>	<b>5</b>
<b>OUR JOURNEY SO FAR</b>	<b>7</b>
<b>OUR AMBITION</b>	<b>11</b>
<b>MAKING OUR AMBITION A REALITY</b>	<b>14</b>
<b>INCLUSIVE LEADERSHIP AND GOVERNANCE</b>	<b>15</b>
<b>PEOPLE EMPOWERED TO BE INCLUSIVE</b>	<b>17</b>
<b>TENNIS LOOKING AND FEELING OPENED UP</b>	<b>19</b>
<b>TARGETED INTERVENTIONS FOR GREATER DIVERSITY</b>	<b>21</b>
<b>HOLDING OURSELVES TO ACCOUNT</b>	<b>28</b>
<b>REPORTING PROGRESS</b>	<b>30</b>

# FOREWORD

BY RACHEL BAILLACHE



**In March 2019, we launched a new vision for our sport: ‘Tennis Opened Up’. We want tennis to be Relevant, Accessible, Welcoming and Enjoyable for everyone and so it is a vision with inclusion at its very heart. I love this vision for our sport; I want everyone to have the opportunity to enjoy tennis as much as I do. If we are to achieve this, though, we all need to work hard not just to be accepting of others but, intentionally and positively, to be inclusive. We need to recognise that it is on all of us who love tennis to help bring people into our sport and make them feel like it is a sport for them, no matter their background or who they are.**

I am proud of the progress we have made since the launch of our Strategy – for example, the LTA Board has directly appointed seven new councillors specifically bringing greater diversity and understanding of inclusion. In this strategy you will see an outline of some of the actions we have already taken to bring our vision to life. These actions are already beginning to impact diversity in our sport positively. But we know there is much more to do. We know that not everyone’s experience of tennis is of a sport Opened Up to them. We also know that there are broader societal issues, for example, the inequalities which have been exacerbated by COVID-19, which make tennis harder to access for some people. While we cannot fix these issues, we are determined to work harder, and more closely with communities most affected by them, to understand where we can do more.

The strategy set out in this document, which builds on our previous work, is focused primarily on embedding long-term cultural change. If people coming to tennis from different backgrounds see and experience a culture which is truly Relevant, Accessible, Welcoming and Enjoyable, they will want to stay involved. This will lead to increased diversity across our sport. We believe embedding an inclusive culture is the key to ensuring that we do not just Open Tennis Up but that it is Opened Up for good.

Our aim is that this more inclusive culture will enable us, over time, to get to a place where the people involved in tennis, whether it be as players, volunteers or working in the sport, truly reflect the diversity of the communities around us. This is what Tennis Opened Up means. Anything less is not good enough.

This strategy also comes with a clear commitment to measurement and accountability as we progress towards this aim. Measurement does matter - data is what will help us understand whether or not our strategies are working and, importantly, what needs to change. My fellow Board members and I will hold ourselves and the wider business to account for constant and consistent progress towards this aim of a sport that reflects our communities. To this end, we have set ourselves clear objectives for the period to 2023.

The current data is very encouraging in some areas but it also highlights some acute challenges. Whilst our strategy is designed to focus on building an inclusive culture, it does also seek specifically to accelerate our efforts to tackle these challenges and we will not hesitate to amend our action plan to secure meaningful progress.

As the LTA Board's lead for inclusion and diversity, I will now have responsibility for overseeing the execution of this strategy. I believe we need to be uncompromising in this execution and I am confident we will be. I have seen, first-hand, the level of commitment from the Executive and Colleagues more broadly, all of whom share a passion to see Tennis Opened Up as a permanent reality for our sport.

The Board is looking forward to being able to report against the progress we have made in the coming years and to continuing to work with the whole LTA team to make tennis even more inclusive.



**Rachel Baillache**  
LTA Board Inclusion  
& Diversity Champion

**WITH THE FULL SUPPORT OF,  
AND ON BEHALF OF**

LTA Board:



**Lord Mervyn Davies**  
LTA Board Chair

LTA Council:



**David Rawlinson**  
LTA President



# INTRODUCTION

## BY SCOTT LLOYD



**When I started in this role and we began to develop what became our vision of Tennis Opened Up, I spent a lot of time listening to people from all areas of tennis. I believe this led to a vision which brings us together as a sport with a shared commitment to making tennis more inclusive. Events of the last year have re-emphasised the importance of this vision and the need to go further, faster, in realising it. In deciding how best to do this, I was determined that we needed to continue this approach of listening and learning, and so I wrote two open letters last year asking for views from anyone who wanted to share their passion and experience. This in turn led to the creation of our IDEA Group (Inclusion, Diversity, Equity and Accessibility).**

This group has brought together passionate people from the tennis landscape and from amongst our colleagues; people with lived experience and understanding of the issues, who want to help us make a change. They have highlighted areas to focus on and generated key ideas for how we can address the problems which exist. Issues raised include ensuring that everyone within the business, and in key roles across the tennis landscape, is trained appropriately in how to be more inclusive and understands their personal role and responsibility in driving changes in our culture; making sure we give greater profile to stories from those with more diverse backgrounds; and increasing the diversity of our coaching workforce. These and others are themes you will see reflected in this strategy.

We will continue this process of listening more, listening better, but we will also be driven by what our data tells us we should be concentrating on. There are areas both in terms of our efforts to be more inclusive and in terms of our diversity as a sport where we have made real progress. Programmes like SERVES and Open Court help to show that our sport can be for anyone. SERVES addresses economic inequalities by taking tennis to disadvantaged communities and places it has not been played before, including youth clubs, community centres, church halls, mosques and temples. It has so far seen over 30,000 young people pick up a racket, many for the first time, with three-quarters of participants from the 30% most deprived areas in the country, and over half from ethnically diverse communities.

In addition, since its launch following the London 2012 Paralympic Games, the LTA's Open Court programme has grown to become one of the largest disability programmes of its kind in any sport, with a record number of disabled people playing tennis across Britain, at a network of more than 400 venues across the country.

People who play tennis are also more diverse than many people realise: 40% of players are female, 16% are from an ethnically diverse background, and 11% are disabled. However, there is still more that needs to be done and there are areas where we have much further to go – for example, our coaching workforce, which we know is male-dominated, with those from an ethnically diverse background or with a disability also under-represented.

We know that people’s experience and perceptions of our sport at a day-to-day level can too often make them feel like tennis is not for “people like me”. Also, we have gaps in our data and understanding, most notably in relation to those from the LGBTQI+ community, and an important element of what we do must be to fill these gaps and improve our understanding.

This strategy sets out the key actions we will take to drive further inclusion in tennis as part of our work to turn our vision of Tennis Opened Up into a reality. However, it is important to say that it is not the whole picture of where we invest our time, capacity and resource, now and in the future – I am determined that everything we do as a sport will have inclusion at its core.

We cannot do this alone though, and success can only be achieved through working in partnership and collaboration with others. We need this to be a joint commitment from every individual, organisation and group involved in our sport in any capacity, with everyone taking an individual responsibility for helping to drive change. A part of this must be an acknowledgment that all forms of discrimination have no place in tennis and the LTA will continue to have a zero-tolerance approach as an organisation.

As a governing body, we do not control the welcome someone receives when they first arrive at a club or exactly how a coach adapts to the needs of the person in front of them. So, I am asking all of you who love our sport to play your part in making tennis the most

inclusive sport in the country. We are committed to doing everything we can, and we will support you to do the same. If we see everyone around us, whether they are coming to the sport for the first time or after a lifetime of playing, as an opportunity to make someone feel more included, and we take that opportunity, we will have Opened Up Tennis.

**Scott Lloyd**  
Chief Executive Officer

**FOR AND WITH THE FULL SUPPORT  
OF THE LTA EXECUTIVE TEAM**

**Vicky Williams**  
People Director

**Julie Porter**  
Chief Operating Officer

**Olly Scadgell**  
Participation Director

**Simon Steele**  
Finance Director

**Michael Bourne**  
Performance Director

**Chris Pollard**  
Major Events and  
Digital Director



# OUR JOURNEY SO FAR

Tennis Opened Up is a vision with inclusion at its core – this strategy sets out some of the commitments and actions we are taking to achieve that vision. However, while we know we have further to go, tennis has certainly not been standing still. There are several steps on the journey we can and should be proud of.



*“Tackling inequalities is at the heart of Sport England’s new strategy ‘Uniting the Movement’. The LTA’s new inclusion strategy, as part of its wider vision of ‘Tennis Opened Up’, aimed at enabling more people from all backgrounds to enjoy the benefits that playing can bring, is a great step to help bring that to life.”*

**Tim Hollingsworth - Chief Executive, Sport England**



**40%**

**OF ADULT YEARLY PLAYERS ARE FEMALE**

Tennis has always been at the forefront of trying to ensure gender equity as a sport, led by role models like Billie-Jean King, and we are one of the most gender-balanced participation sports in the country.

**PEOPLE FROM A DIVERSE ETHNIC BACKGROUND FEELING “TENNIS IS FOR PEOPLE LIKE ME” ROSE BY**

**14%**

**AFTER THE LTA PLAY YOUR WAY CAMPAIGN**

The recent Play Your Way campaign, designed to encourage people to get onto court, demonstrated a significant and sustained shift in tone for our strategic communications. Tennis Opened Up means tennis being a sport for everyone, to be played however and wherever people want – we want everyone to Play Your Way.

**UP TO £8.4M**

**MADE AVAILABLE BY THE LTA TRUST TO FUND THE INSTALLATION OF GATE ACCESS SYSTEMS TO MAKE PARK COURTS MORE SUSTAINABLE**

If we want more people, from more diverse backgrounds playing tennis, they need to be able to access sustainable courts when and where they want. We are providing grants to local authorities and clubs for gate access systems, supported by our free Rally booking app, to help protect long term public access to courts.



**13K**  
PLAYERS AND NEARLY  
**400 VENUES**  
ACROSS THE COUNTRY  
ARE PART OF OUR  
DISABILITY PROGRAMME

We have one of the largest disability-specific programmes in sport in this country in Open Court – providing opportunities across diverse impairment types and venue types for people to play how they want to. This includes innovative new partnerships with key disability-focused organisations like MENCAP.

OVER  
**30,000**  
YOUNG PEOPLE TAKING  
PART IN SERVES,  
**75%** FROM A LOWER  
SOCIO-ECONOMIC BACKGROUND,  
**50%** FROM ETHNICALLY  
DIVERSE COMMUNITIES

Our SERVES programme, working with expert organisations such as StreetGames, reaches into community settings where tennis is not usually seen, such as community centres, youth clubs, church halls, mosques or temples.





**50**  
FEMALE  
AMBASSADORS &  
**2,000**  
ACTIVATORS TRAINED SINCE  
THE PROGRAMME STARTED

Through our She Rallies programme, spearheaded by Judy Murray, we have worked to empower and expand the number of women and girls coaching and playing tennis, with a new Introduction to Level 1 Coaching Course introduced to make the first step onto the coaching ladder easier.

WE WERE THE  
**1<sup>st</sup>**  
NATIONAL GOVERNING BODY  
TO SIGN UP TO THE SPORTING  
EQUALS CHARTER ON RACE  
EQUALITY IN SPORT IN  
**APRIL 2019**

We were the first National Governing Body to sign up to the Sporting Equals Charter on race equality in sport in April 2019 and this strategy is part of our commitment to that Charter.

**OVER  
2,000  
COACHES ALREADY  
TRAINED TO DELIVER LTA  
YOUTH, WITH A  
TARGET OF OVER  
4,000  
TEACHERS TO BE  
TRAINED IN 2021**

Our new programme aimed at children and young people, LTA Youth, has been specifically designed to be fully inclusive, from the training being given to coaches and teachers, through to the imagery and materials used to promote the programme.

**130  
TENNIS FOR FREE SITES,  
WITH A TARGET  
TO GET TO  
200  
IN 2021**

We work in partnership with, and provide significant financial support to, Tennis for Free to enable them to provide free tennis sessions in some of the most deprived areas of the country.

**LTA BOARD  
DIRECTLY APPOINTED  
7 NEW  
COUNCILLORS,  
INCREASING DIVERSITY**

We recognised that in order to attract the best people we needed to revamp our approach to recruitment, how we communicate it, what the LTA has to offer to candidates and where we target our recruitment. We have developed a new Employee Value Proposition – “Ambition Opened Up” – and employer branding with a specific aim to be more attractive to under-represented groups.

Part of the journey, though, is knowing how far you still have to go. In 2020, in response to the increased focus and discussion brought by the Black Lives Matter movement in particular, Scott Lloyd wrote two open letters, acknowledging that we still have a significant journey ahead.

As part of our commitment to listen more and listen better, we followed up the responses to these letters by creating our IDEA Group (Inclusion, Diversity, Equity and Accessibility), after an open invitation to respondents to get involved. We know how important it is to listen to people with lived experience and have been very grateful for the willingness of people to share their views. The group has helped to inform the development of this strategy and, alongside us seeking the views of external expert organisations, will continue to inform the implementation of the strategy.

# OUR AMBITION

Everyone involved in tennis understands that inclusion is central to our vision for the sport and they confidently choose to be inclusive every day.

**Tennis Opened Up** is a vision for tennis to be truly open to all, no matter their background, whether they are disabled, or what their age, sex, gender identity, sexual orientation or ethnicity is.

This will only be fully achieved when every person's experience of tennis, in every place it is played in this country, makes them feel included. We should not pretend that this will be easy or that we can do it alone – coaches, venues and volunteers are central to this experience.

This means that our ambition needs to be a clear call to action to the whole tennis community.



*"Inclusion and diversity is so important, and I love the fact that with this strategy the LTA is taking a lead on this to make it part of tennis in Britain every day."*

**Billie-Jean King**

WHEN WE REALISE OUR  
AMBITION, TENNIS WILL BE:

RELEVANT  
ACCESSIBLE  
WELCOMING  
ENJOYABLE

— Exciting and engaging, whoever you are and wherever you are from, more of you will want to pick up a racket and play tennis your way.

— With no barriers between you and your court – whether your court is in a park, a community centre, a school, or your own front room.

— Whether you want to play, coach, watch or volunteer, you will feel at home and an equal part of your tennis family.

— You will want to keep coming back again and again because, whether it is watching the best or simply being your best, tennis will be fun.

# THE OUTCOME

People playing, working and volunteering in, and watching our sport will reflect the diversity of our communities.



# MAKING OUR AMBITION A REALITY

To deliver on our ambition, choosing to be inclusive needs to be seen as the norm, instinctive, simply the way we do things in our sport.

We believe an inclusive culture will deliver lasting change with more people from more diverse backgrounds wanting to get involved, and stay involved, in our sport.

This strategy is therefore focused on setting out the commitments and supporting actions we believe will drive an inclusive culture.

Being held accountable for the success of this strategy is important. We are committed to measuring the impact of the actions we are taking and to being transparent in our reporting. We will not hesitate to adjust our actions if required.

## THE STRATEGY COVERS FIVE AREAS:

### 1. Inclusive leadership and governance

Role-modelling and driving the right behaviours from the top down and setting expectations for those in leadership roles across the sport; making sure that the systems are in place so that inclusion is always at the heart of everything we do.

### 2. People empowered to be inclusive

Building greater understanding of inclusion and the capability to be inclusive, while at the same time creating the conditions which enable everyone in tennis to feel confident in sharing their own experiences and to challenge non-inclusive behaviour.

### 3. Tennis looking and feeling Opened Up

The way people perceive tennis is key to them choosing tennis against many competing activities and demands on their time. Anyone engaging with our sport, in any place or across any medium, should feel like tennis is “for people like me”.

### 4. Targeted interventions for greater diversity

Specific interventions, over and above our focus on inclusion, to drive more rapid changes in diversity where they are most needed.

### 5. Holding ourselves to account

Making sure that we have the data to report openly on our progress and being transparent in order to learn from both where we do well and where we are weaker; as well as learning from those organisations and individuals considered to be leading the way on inclusion.

# INCLUSIVE LEADERSHIP & GOVERNANCE

Role-modelling and driving the right behaviours from the top down and setting expectations for those in leadership roles across the sport; making sure that the systems are in place so that inclusion is always at the heart of everything we do.



*“The first step towards inclusion and diversity always needs to be to listen, so it is fantastic that has been the very foundation of the development of this strategy.”*

**Funke Awoderu,**  
LTA Tennis Development Committee  
Inclusion Advisory Group Chair

## COMMITMENTS TO DRIVE CHANGE:

We will emphasise the importance of inclusion as core to who we are as a National Governing Body and demonstrate clear leadership and responsibility for it.

### **ACTION:**

By making inclusion one of our core Values. Our current values of Integrity, Excellence, Teamwork and Passion are central to every stage of our employment cycle, from the way we attract new talent to the way we performance manage – Inclusion will be too.

### **ACTION:**

By nominating a Board champion who will liaise on a regular basis with the Exec Team lead for inclusion and the LTA IDEA (Inclusion, Diversity, Equity, Accessibility) Group, attending at least one meeting of the group a year, with other board members attending as part of their induction process. Also, through the Board leading by example in modelling best practice in its ways of working.

We will continue to ‘Listen More, Listen Better’, actively seeking out the views of under-represented groups.

### **ACTION:**

By continuing to work with the LTA IDEA Group – as we have done in developing this strategy – as well as wider stakeholders and those who want to help us drive greater inclusion, directly feeding views on implementation and further development of the strategy into the Board and Executive.

We will embed inclusion into every part of the way we function day-to-day as a National Governing Body.

### **ACTION:**

By making a new inclusion and diversity dashboard, showing progress against this strategy, a standing item on Board/Exec Team meeting agenda, with a full report at least twice a year.

### **ACTION:**

By all new programmes having to complete an Inclusion Impact Assessment before they can be approved.

### **ACTION:**

By all Executive Team members committing to a personal goal with respect to their leadership on inclusion, for example, to act as a mentor, to participate in reverse mentoring or to champion a colleague network.

We will set out a clear framework and guidance for leaders across all areas of our sport to embed inclusion into their policies, processes and behaviours.

### **ACTION:**

By working with counties, venues, coaches and sector experts to draw all relevant policies together under a clear Inclusion Charter for our sport. Under this will be clear and effective minimum standards to which LTA Registered Venues and Accredited Coaches have to adhere in terms of providing an inclusive environment.



# PEOPLE EMPOWERED TO BE INCLUSIVE

Building greater understanding of inclusion and the capability to be inclusive, while at the same time creating the conditions which enable everyone in tennis to feel confident in sharing their own experiences and to challenge non-inclusive behaviour.



*“I love the fact this strategy is focused on inclusion. It will help create a learning environment, where people can learn and grow together, and that is critical.”*

Asif Sadiq,  
Inclusion Expert & Senior Vice President,  
WarnerMedia International

## COMMITMENTS TO DRIVE CHANGE:

We will ensure that we build the capability and understanding of Colleagues, Board, Council and County Committees, as well as key elements of the wider tennis community, with training in what it means to be fully inclusive as a first step to making people more confident to discuss and meet the needs of others in an inclusive way.

### **ACTION:**

By implementing a new Learning Management System (LMS) with high-quality training packages, supplemented by improved induction and renewal training. Training will be made mandatory for coaches as part of their qualification at LTA Assistant and Instructor levels (Levels 1 & 2), and for officials.

### **ACTION:**

By developing conversation and language guides for colleagues, venues and our wider workforce to ensure language used and how we present ourselves is consistent and appropriate in any and all communications.

We will improve our understanding of how people feel, in particular but not limited to those from the LGBTQI+ community as the area we have least data on, about inclusion in tennis and build opportunities to learn from and support each other through the sharing of lived experience.

### **ACTION:**

By ensuring that all surveys we use to monitor coach, volunteer and colleague engagement, and venue health, include appropriate questions on how well people experience inclusion and belonging

### **ACTION:**

By proactively creating safe spaces, which might include networks aimed at specific characteristics, and a safe environment generally for both groups and individuals with diverse lived experiences, to feel both valued and to be able to provide feedback and make suggestions for improvement.

We will ensure better championing for and understanding of inclusion at a tennis venue level.

### **ACTION:**

We will do this by reviewing relevant roles within venues to ensure that they are properly trained, equipped and supported to help their venue to be more inclusive, including implementing minimum standards.



# TENNIS LOOKING AND FEELING OPENED UP

The way people perceive tennis is key to them choosing tennis against many competing activities and demands on their time. Anyone engaging with our sport, in any place or across any medium, should feel like tennis is “for people like me”.



*“The LTA's work in taking tennis into local communities is a testament to their commitment to inclusion and diversity and this strategy is a real opportunity not only to build on the positive work they have been doing but also to lead the way.”*

Arun Kang, Sporting Equals CEO

## COMMITMENTS TO DRIVE CHANGE:

We will ensure that all our communication channels are in line with best practice for accessibility.

### **ACTION:**

By ensuring the LTA website meets AA standard for accessibility under the Web Content Accessibility Guidelines using tools such as accessibility functionality on social media platforms (e.g. ALT text), producing accessible pdfs, and ensuring appropriate subtitles are included with all videos.

We will ensure that our communication drives and highlights inclusion and diversity with equal prominence.

### **ACTION:**

By continuing to use Play Your Way as our overall brand positioning, to change perceptions of tennis and to appeal to a more diverse group of participants.

### **ACTION:**

By ensuring that all colleagues involved in communications and marketing are specifically trained in communicating inclusively.

### **ACTION:**

By implementing a content tracking process for social media (and similar for publications) to monitor different aspects and ensure they are appropriately represented in how we present and cover the sport, with a balanced output.

We will make sure that our Major Events are as inclusive and accessible as possible, and are firmly embedded into and connected with the communities around them.

### **ACTION:**

By conducting a full review of accessibility at all LTA Major Events to ensure that we comply with or are better than industry best practice.

### **ACTION:**

By reviewing the “look and feel” of our events to ensure they fully embody and promote Tennis Opened Up.


### **ACTION:**

By working with our partners to look at the diversity of our workforce at Major Events and put in place measures to ensure it is more reflective of local and national diversity. Also, by using our Major Events as opportunities to engage young people from more diverse backgrounds in the tennis industry.



# TARGETED INTERVENTIONS FOR GREATER DIVERSITY

Specific interventions, over and above our focus on inclusion, to drive more rapid changes in diversity where they are most needed.



*“It’s great to see a focus on driving greater diversity, especially within the workforce. Different perspectives will lead to higher engagement, increased creativity and better outcomes for everyone.”*

Yasmin Clarke,  
LTA Councillor & Master Performance Coach

## COMMITMENTS TO DRIVE CHANGE:

### BOARD & COUNCIL

We will continue to drive greater diversity in our decision-making bodies wherever possible, while also meeting all the diversity requirements of the Code for Sports Governance as a minimum.

#### **ACTION:**

By ensuring that as vacancies occur on the Board or as part of the Board's direct appointments to Council, we work with expert external recruitment partners to target under-represented groups.

#### **ACTION:**

By working with Counties, as part of the County Governance Review already underway, to increase the diversity of their committees and how they feed through into Council.

### COLLEAGUES

We will ensure that our Colleague base better reflects the diversity of society, in particular in relation to those who are disabled and from a diverse ethnic background.

#### **ACTION:**

By implementing the new LTA Employer Branding, by working proactively with recruiters to ensure diverse interview pools, by using a more diverse range of advertising channels to target recruitment in new ways, and by putting in place a new "Licence to Hire" which requires recruiting managers to have completed inclusion training.

We will improve the diversity of colleagues in senior roles across the business, in particular for women.

#### **ACTION:**

By enabling greater progression through targeted manager and leadership training and mentoring programmes, as well as more rigorous identification of emerging talent through our annual reviews and talent planning/skills framework.



## COMMITMENTS TO DRIVE CHANGE:

### PLAYERS – PARTICIPATION

We will continue to ensure that under-represented groups are targeted through specific programmes, while at the same time ensuring that all of our mainstream provision is as inclusive as possible.

#### **ACTION:**

By reviewing all our programmes, in particular those delivered in partnership with Sport England, and work with them to develop a set of interventions focused on social impact and reducing stubborn inequalities in participation rates, especially where there is overlap between different under-represented groups.

#### **ACTION:**

By ensuring the training for coaches and teachers in LTA Youth is inclusive in terms of materials and presentation, and by identifying opportunities to join up our SERVES programme to create sustainable participation opportunities for children from lower socio-economic groups.

#### **ACTION:**

By building an innovative partnership with the Girl Guides to take tennis to non-traditional spaces and reach a new audience by giving girls an introduction to fun, simple activities. We are developing off-the-shelf resources, offering training to volunteer leaders through the network of She Rallies Ambassadors and access to equipment.

We will create increased and more engaging opportunities to compete, for women and girls in particular, to drive greater frequency of participation and also to help enable more females to be prepared to coach at a higher level.

#### **ACTION:**

By driving increased girls only options in existing junior competition products like Team Challenge, Matchplay and Local Tour; creating more women-only doubles Local Tennis Leagues; and building on the success of previous Tie Break Tens events to provide competitive opportunities in a format which is relevant and enjoyable for teenage girls.

We will invest in Opening Up more venues for long-term, sustainable public access, to reach more diverse participants.

#### **ACTION:**

By continuing to roll out improved digital access, developing better operating models for parks, and capital investment to help enable long-term sustainability, whilst also supporting clubs which open their doors to non-members. We will also continue to work with national partners, e.g. StreetGames and Tennis for Free, to ensure that there are free routes into tennis in more socio-economically disadvantaged areas.

## COMMITMENTS TO DRIVE CHANGE:

### PLAYERS – PERFORMANCE

We will continue to focus on increasing diversity in the players starting out on their Performance journey, in particular those from a lower socio-economic group.

#### **ACTION:**

By a combination of broadening the very top of the funnel onto the performance pathway through the measures set out above and developing a clearer plan to achieve greater progression through to National Age Group and Pro-Scholarship level.

We will continue to build on what is a world-leading wheelchair performance programme as well as for other impairments, including Learning Disability, Visual Impairment and Deaf.

#### **ACTION:**

By developing a new Wheelchair Tennis Talent Initiative, in partnership with the National Lottery, which will be designed to be as inclusive as possible, ensuring that the opportunities created reach into more diverse communities and venues.

#### **ACTION:**

By continuing to use and develop the Open Court Programme to help identify potential talent for the GB National Disability Squads and supporting a calendar of competition opportunities to provide players with a platform to showcase this.





## COMMITMENTS TO DRIVE CHANGE:

### COACHES

We will support and enable more coaches from under-represented groups to see coach education as welcoming, and coaching as a viable career for them.

#### **ACTION:**

By launching a strategic grants programme, via our new network of Coach Development Centres, aimed at encouraging those from under-represented groups to start out on the coaching pathway. We will specifically target females, those from an ethnically diverse background, and disabled people.

#### **ACTION:**

By delivering subsidised ‘female taster courses’ via our new network of Coach Development Centres, that aim to increase significantly the proportion of female coaches entering the qualification pathway at LTA Assistant (Level 1).

#### **ACTION:**

By ensuring our qualification and educational materials are published with alternative formats for those with impairments – including electronic Braille and audio formats, alternative text descriptors and subtitling as standard for our educational video content.

We will prioritise the development and progression, including through to Performance levels, of coaches from under-represented groups, and ensure that they feel supported and listened to.

#### **ACTION:**

By enabling greater peer-to-peer knowledge transfer around inclusive coaching through dedicated ‘Online Communities of Practice’ that focus on inclusive coaching best practices.

#### **ACTION:**

By upskilling our qualification tutors and coaches to have greater understanding of inclusion and diversity, so that they can facilitate a more welcoming and inclusive course environment on our educational courses and tennis sessions – with specific new units across disability, ethnicity and gender.

#### **ACTION:**

By targeting our mentoring scheme to help more diverse coaches develop the on and off court skills to progress professionally and to help grow their business.

#### **ACTION:**

By implementing the Female Performance Coach Engagement Programme to drive progression for female coaches wanting to work on the Talent Pathway.

## COMMITMENTS TO DRIVE CHANGE:

### VOLUNTEERS

We will ensure that more people, from more diverse backgrounds, are supported and enabled to become “activators”, i.e. people who enable fun and accessible simple play sessions rather than more structured coaching, recognising the vital role these volunteers can play in driving informal participation, often in settings more likely to have more diverse participants.

#### **ACTION:**

By completely reviewing the role of activators in order to ensure we are recruiting, training and supporting them in enabling tennis activity whilst also recognising and rewarding the contribution they make to Opening Tennis Up. As part of this, we will look at how we can drive even more diversity in this group of people.

We will work with and support Counties and venues to be more Inclusive and drive diversity in their governance structures.

#### **ACTION:**

By carrying out an audit of diversity among County volunteers and reviewing County governance with support from Sport England, including looking at how systems and approaches could be made more inclusive. Also by expanding our venue registration offer to encompass non-traditional tennis venues, especially parks, community venues and education sites to enable us to reach new audiences of volunteers.



## COMMITMENTS TO DRIVE CHANGE:

### OFFICIALS

We will ensure a more diverse range of people are enabled and encouraged to become officials and that there is a less intimidating first step on the officiating ladder.

#### ACTION:

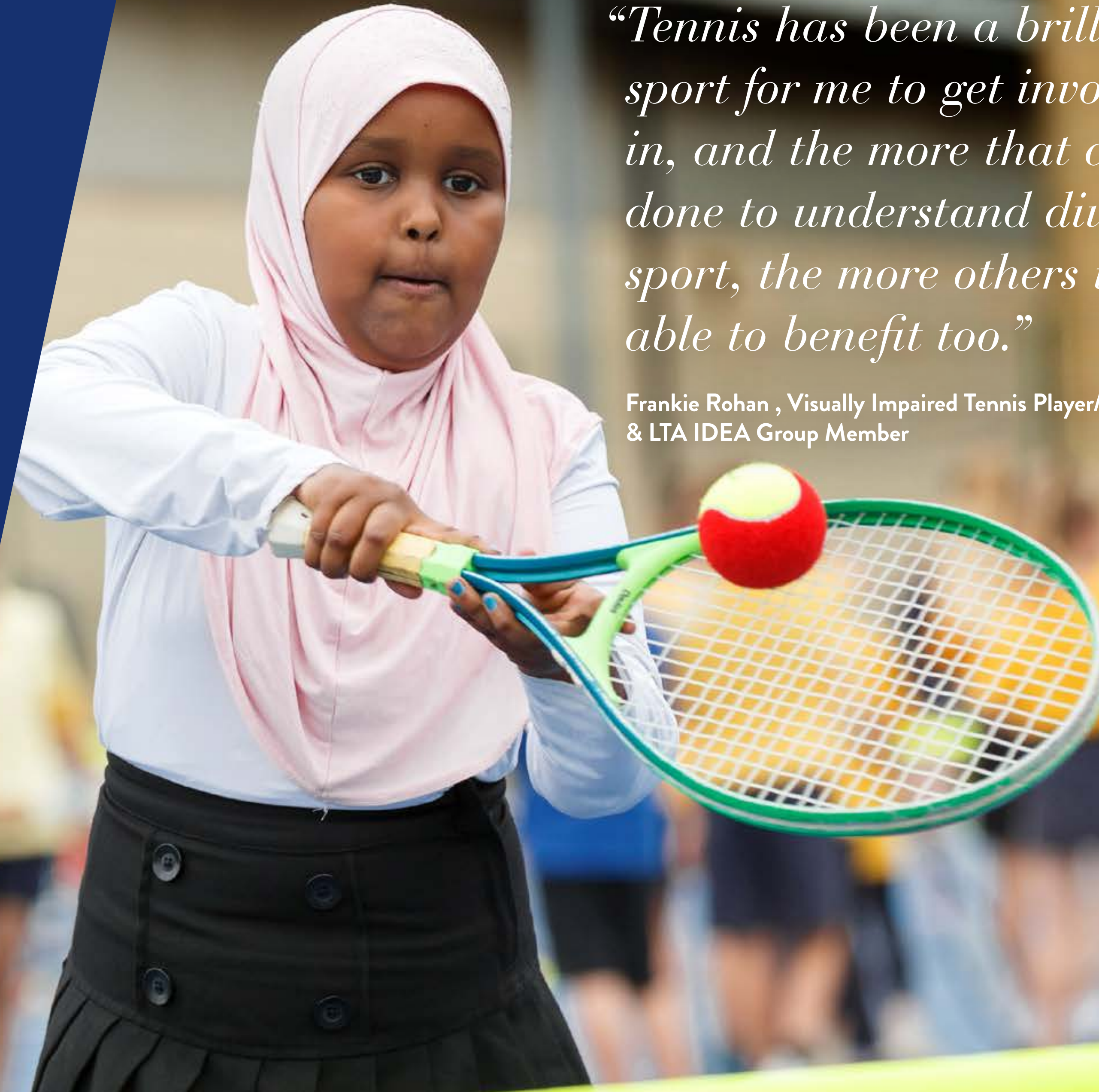
By expanding the Officials Licence Scheme to include Competition Organisers and ensuring greater diversity of intake for the new Officiating Academy, including through:

- conducting further research into attitudes towards officiating among women, people from diverse ethnic backgrounds and disabled people;
- working with existing partners like StreetGames, Women in Sport and the Activity Alliance to increase understanding and knowledge of the opportunities around officiating;
- working with Counties to ensure better sign-posting of officiating as an option for volunteers and players from diverse backgrounds; and
- using LTA professional events as opportunities to engage young people from more diverse backgrounds through shadowing opportunities.



# HOLDING OURSELVES TO ACCOUNT

Making sure that we have the data to report openly on our progress and being transparent in order to learn from both where we do well and where we are weaker; as well as learning from those organisations and individuals considered to be leading the way on inclusion.



*“Tennis has been a brilliant sport for me to get involved in, and the more that can be done to understand diversity in sport, the more others will be able to benefit too.”*

Frankie Rohan , Visually Impaired Tennis Player/Coach  
& LTA IDEA Group Member

## COMMITMENTS TO DRIVE CHANGE:

We will always seek to learn from others, including being open to and actively seeking constructive criticism and advice from relevant partners and representative organisations for under-represented groups.

### **ACTION:**

By proactively building ‘critical friend’ relationships with appropriate external bodies, as well as listening more to voices from within tennis, we will ensure that we are using external expertise and the product of lived experience to continue to inform and co-create the next steps on the journey as we learn from the implementation of this strategy.

### **ACTION:**

By proactively working with other sports bodies and regularly looking outside the sector to assess where others have made improvements and to measure ourselves against what is considered best practice.

We will ensure that we improve our ability to present an accurate picture of the diversity of our sport and will be transparent about progress in order that we, and others, can hold ourselves to account effectively.

### **ACTION:**

By working with all of the audience groups identified in this strategy – coaches, players, volunteers and officials – we will make it clearer why we need to gather personal diversity information on them, in particular in relation to the LGBTQI+ community where our data and understanding is poorer.

### **ACTION:**

By producing and publishing an annual report detailing our progress against this strategy and including an analysis of current diversity data and lived experiences of inclusion across the sport. This will at least include what data we have in the areas set out in the table below and we will specifically seek to include data also on LGBTQI+ and socio-economic diversity as soon as we can.

### **ACTION:**

By fully reviewing the content of this strategy every three years in order to assess whether it still represents best practice and reflects appropriately the issues which our partners and our data tell us should be our priorities.

# REPORTING PROGRESS

In order to understand and monitor the impact of this strategy and to hold ourselves to account, we will publish a dashboard of relevant data on an annual basis. This will set out the direction of travel against each metric to demonstrate progress made.



*“Tennis can provide so many amazing opportunities, and I really look forward to this strategy helping to open them up to so many more people whatever their background.”*

James Keothavong,  
ITF Gold Badge Chair Umpire & LTA Councillor

## REPORTING PROGRESS

The table below sets out where we currently have appropriate baseline data against gender, ethnicity and disability.

As the actions contained in the strategy outline, we will be taking steps to improve and expand our capture of diversity data and we plan to be able also to report against the following areas, where possible and appropriate, in due course:

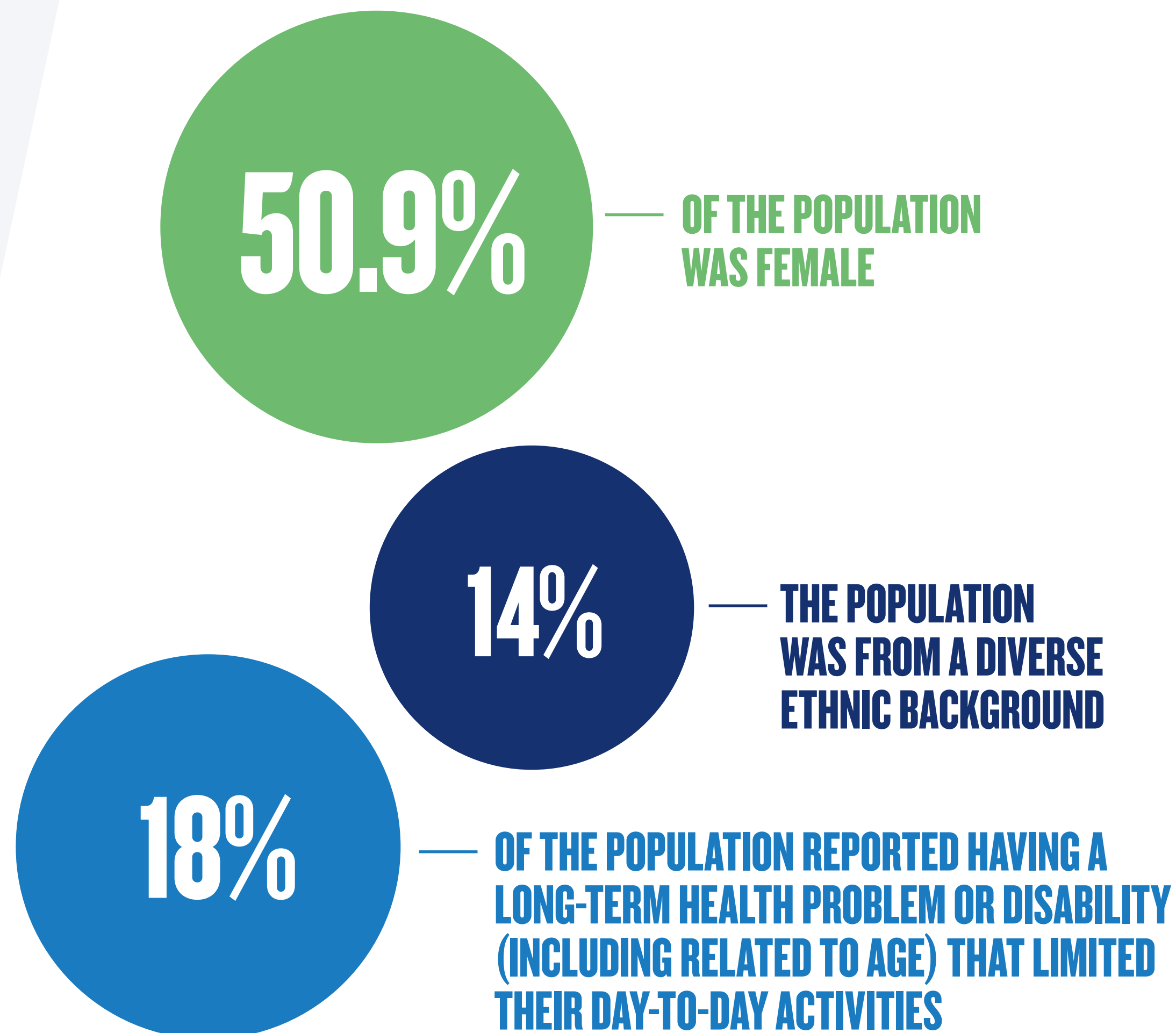
- age;
- sexual orientation;
- socio-economic background; and
- the inclusion metric which will be contained in our Colleague, Coach, Volunteer and Venue surveys.

## CURRENT DATA

The table shows the data we currently have. We have also used a Red/Amber/Green (RAG) rating to highlight the areas where we think the most significant progress needs to be made and which the actions outlined in the strategy will address.

Given the outcome we are aiming at is to ensure that the people playing, working and volunteering in, and watching our sport will reflect the diversity of our communities, we have used official census data as a comparator, and will reassess this when the results of this year's census are published.

### THE 2011 CENSUS SAID THAT ROUGHLY:



In order to arrive at a Red/Amber/Green (RAG) rating, we used the following approach:

**GENDER**

- From in line with or better than national demographic to within 5 percentage points
- From 6 percentage points under the national demographic to 15 percentage points under
- More than 15 percentage points under

**ETHNICITY AND DISABILITY**

Given the smaller proportions of people with these characteristics we have used narrower banding:

- From in line with or better than national demographic to within 3 percentage points
- From 3 percentage points under the national demographic to 6 percentage points under
- More than 6 percentage points under

	<b>GENDER</b>	<b>ETHNICITY</b>	<b>DISABILITY*</b>
<b>BOARD</b> 12 people	42% female (Amber)	No current member from a diverse ethnic background (Red)	No current data
<b>COUNCIL</b> 61 people	38% female (Amber)	10% from a diverse ethnic background (Amber)	No current data
<b>EXECUTIVE TEAM</b> 5 people	40% female (Amber)	20% from a diverse ethnic background (Green)	No current data
<b>COLLEAGUES</b> ~ 295 people	44% female (Amber)	9% from a diverse ethnic background (Amber)	9% disabled (Red)
<b>OFFICIALS</b> ~ 800-900 people	35% female (Amber)	3% from a diverse ethnic background (Red)	4% disabled (Red)
<b>ACCREDITED COACHES</b> ~ 5,700 people	24% female (Red)	4% from a diverse ethnic background (Red)	1% disabled (Red)
<b>VOLUNTEERS</b> ~ 11,500 people	45% female (Green)	5% from a diverse ethnic background (Red)	6% disabled (Red)
<b>PLAYERS - PERFORMANCE PATHWAY</b> 84 people	49% female (Green)	26% from a diverse ethnic background (Green)	20% disabled (Green)
<b>PLAYERS - PARTICIPATION (MONTHLY)</b> From our tracker data: ~ 1.3m people	30% female (Red)	20% from a diverse ethnic background (Green)	18% disabled (Green)
<b>PLAYERS - PARTICIPATION (YEARLY)</b> From our tracker data: ~ 4m people	40% female (Amber)	16% from a diverse ethnic background (Green)	11% disabled (Red)

Based on current business data at 1st May 2021.

Board and Council members, and employees, are counted once in the most senior role they are in, e.g. the CEO and Financial Director are counted on the Board.

\* As self-reported, which may lead to under-reporting of hidden disabilities.