



Norfolk Tennis Strategic Plan 2023-2026 in Conjunction with LTA East/Central Regional Team

I. INTRODUCTION

Norfolk county has a long and proud track record of supporting tennis, ranging from iconic tournaments and venues such as Hunstanton, to players who have graced Wimbledon and the international stage, including arguably Britain's greatest wheelchair tennis player. Whilst the county has a few historic, large venues its ecosystem also supports numerous small venues.

This three-year strategy, which will be reviewed annually, seeks to build on this legacy of success by ensuring tennis continues to thrive across the County.

II. ACCOUNTABILITY

Primary accountability for delivering this strategy rests collectively with the Norfolk Tennis Management Group. Within this framework, individual officers and post holders will be identified as having responsibility for delivering specific elements of this strategy.

The delivery of some aspects on this strategy will be dependent upon programmes and funding managed by the Lawn Tennis Association (LTA) and, particularly, the East/Central regional Team. The latter will be accountable for this.

III. VISION

The vision for this strategy mirrors that of the LTA, namely

“Tennis Opened Up”.

IV. MISSION

Our mission is to:

“To grow tennis in Norfolk by making it relevant, accessible, welcoming and enjoyable”.

V. OBJECTIVES

To achieve our mission we will:

1. Work with the LTA, venues, parents, educational establishments, and other organisations to **increase opportunities** for players of all ages and backgrounds to play and, where so desired, develop their games in a safe environment.
2. **Promote** and build support for tennis in Norfolk amongst players, parents, and stakeholders through a mix of readily accessible, up to date and user-friendly mediums.
3. **Support and develop** competitive tennis across the county and ensure county representative teams achieve the best results possible and are competitive in the County Cup Race.
4. **Maintain and improve** a broad-based performance programme for juniors from all backgrounds with the aim of developing top 50 ranked players in each age group and being competitive in the County Cup Race.
5. Ensure the **governance** of Norfolk Tennis remains professional, committed to diversity, and maximises funding opportunities.

VI. DESIRED OUTCOMES

Increase opportunities: Lead Coordinator - Norfolk Tennis Development Lead

1. Introduce client managers for key stakeholders.
2. Establish forums for coaches, parents, and venues.
3. Establish a framework to support the development of venues by providing a focal point for enquiries and the dissemination of relevant information and support.

Promote: Lead Coordinator – Norfolk Tennis Marketing Lead

1. Refresh the Norfolk Tennis website to ensure it is user-friendly and informative.
2. Review and refresh the Norfolk Tennis marketing strategy
3. Develop a framework to promote the achievements of players and county teams.

Support & Develop: Lead Coordinator - LTA Councilor

1. Establish Norfolk Tennis leagues sub-committee.
2. In conjunction with the Inclusion Lead develop and clear pathway and framework to support the development of 'inclusive tennis' that encompasses 'LTA Open Court'.
3. In conjunction with the Norfolk Tennis Marketing Lead develop a specific framework to encourage players to participate in county-wide competitions, with particular emphasis on promoting the County Championships.

Maintain & Improve: Lead Coordinator – Norfolk Tennis Performance Officer

1. Establish and develop the hub-based performance programme for juniors
2. Establish the necessary infrastructure to support Norfolk Tennis's participation in Junior County Cups whilst ensuring maximum participation in said events. Specifically, to ensure that that full strength teams participate in all U8 to U11 Cups.
3. Devise and implement a coach pathway support programme that increases the pool of suitably trained coaches available to support Norfolk Tennis.
4. Implement and serve as County lead for the LTA U10 performance pathway.

Governance: Lead Coordinator - Chairperson Norfolk Tennis

1. Complete the transition to CIO status
2. Build on existing structures to ensure safeguarding responsibilities are resilient and responsive
3. Develop and maintain a Risk Register
4. Appoint a lead for identifying and developing sponsorship opportunities and additional funding streams to boost the revenues available to support tennis in Norfolk.

Inclusion cross-cuts all of our objectives and in addition to the above, our Lead Co-ordinator for inclusion will:

- 1 Develop and maintain a clear pathway and framework for the development of inclusive tennis opportunities within the county.
- 2 Work in conjunction with LTA Open Court to develop this pathway, increase competitive opportunities and provide CPD opportunities for coaches and volunteers.
- 3 Develop a performance programme within the county working in conjunction with the relevant LTA Performance Leads and the Norfolk Performance Lead.

VII. SCOPE

This strategy is time based, covering the period 2023-2026 and is primarily focused on venues, programmes, and individuals.

Venues: This includes venues where tennis and related activities, such as padel tennis and pickleball is played and includes all tennis clubs affiliated to the Norfolk Tennis, educational establishments that are part of the Norfolk Tennis's outreach programme.

Programmes: This includes LTA and Norfolk Tennis sponsored programmes:

Individuals: This primarily includes players identified as being deserving of tailored support, for example coaching or financial backing.

VII. PLANNING PRINCIPLES

Planning principles should be immutable and provide the framework with which Norfolk Tennis operates.

In delivering this strategy we will ensure our actions are compliant and consistent with:

- The aims, objectives and ways of working set out in the LTA's strategy. We will adhere to the agreed Governance Principles and deliver our Core Activities.
- Statutory guidance for safeguarding, financial reporting, and CIO governance.
- Ensuring all expenditure represents value for money (VFM).
- Ensuring the welfare and interest of all players is paramount.
- Equality ensures that every individual has equal opportunities, regardless of their background, identity, or experience. Diversity recognises that, though people have things in common with each other, they are also different many ways. Inclusion is where those differences are seen as a benefit, and where perspectives and differences are shared, leading to better decisions. We will apply these principles to every aspect of our strategy.

VI. PLANNING ASSUMPTIONS

Planning assumptions are correct at the time of writing and set our operating parameters but can be subject to change. In delivering this strategy we are making the following assumptions:

- The Norfolk Tennis's budget primarily comprises revenue from LTA grants.
- That current levels of sponsorship will be maintained.
- That Norfolk Tennis will not borrow to fund initiatives or staffing.
- That the delivery of this strategy has the support of venues and coaches.
- That the majority of Management Group functions will be performed on a voluntary basis.
- When reviewing aspects of delivery for outside bodies, for example safeguarding, we will endeavour to have an independent reviewer on the team and will make appropriate use of peer reviews.
- We will look for opportunities to work with other county associations to spread/absorb good practice and, where appropriate, share or brigade resources.

VII. DELIVERY FRAMEWORK

Performance against the objectives and outcomes set out in this strategy will be monitored at the Norfolk Tennis Management Group Meetings and will be considered alongside the LTA metrics. A dashboard will be adopted to support this. A copy of the dashboard, together with its LTA equivalent's, can be found at Appendix A. Responsibility for maintaining the dashboard will rest with the admin function. The lead coordinator for each objective will be responsible for submitting quarterly progress updates.

Updates of progress against this strategy will also be provided to the twice-yearly Council meetings, the Annual General Meeting and the LTA.

This strategy will be reviewed on an annual basis.

APPENDIX A

	RAG Rating				
Deliverable	Q1	Q2	Q3	Q4	Comment
Objective 1: <i>increase opportunities</i>					
Introduce client managers for key stakeholders.					
Establish forums for coaches, parents, and venues.					
Devise and implement a coach pathway support programme.					
Objective 2: <i>promote</i>					
Refresh the Norfolk Tennis website to ensure it is user-friendly and informative.					
Review and refresh the Norfolk Tennis marketing strategy.					
Develop a framework to promote the achievements of players and county teams.					
Objective 3: <i>support & develop</i>					
Establish Norfolk tennis leagues sub-committee.					
Develop and clear pathway and framework to support the development of 'inclusive tennis' that encompasses 'Open Court'.					
In conjunction with the Norfolk Tennis Marketing Lead develop a specific framework to encourage players to participate in county-wide competitions, with particular emphasis on promoting the County Championships.					
Objective 4: <i>maintain & improve</i>					

Establish and develop the hub-based performance programme for juniors.					
Establish Norfolk coaches sub-committee.					
Devise and implement a coach pathway support programme.					
Objective 5: <i>governance</i>					
Complete the transition to CIO status.					
Build on existing structures to ensure safeguarding responsibilities are resilient and responsive.					
Develop and maintain a Risk Register.					
Appoint a lead for identifying and developing sponsorship opportunities and additional funding streams.					

RAG key	
	On track
	Some issues, but should be delivered
	Serious risk to delivery, intervention required

LTA C&E Regional Dashboard 2022

	Dashboard View	V MOST Strategy	Metric	Business Lead	2021 Actual	2022 Target	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	Central & East	1 Visibility	Number of females completing the Level 1 coaching course - CENTRAL & EAST	Jon Hughes Marlin Van de Braam	102	104	91	135	150	158	166	177	192	210
2	Central & East Competitions	2 Innovation	Number of venues using LTA Results Manager and Box League tools - CENTRAL & EAST	Chris Mann	57	114	50	51	52	52	55	54	53	51
3	Central & East Competitions	2 Innovation	Number of entries into LTL's - CENTRAL & EAST	Paul Cudmore	1,959	2,556	348	348	554	554	1,270	1,270	1,739	1,739
4	Central & East Competitions	2 Innovation	Number of LTA Youth Team Challenge venues - CENTRAL & EAST	Keith Carder	33	57	20	22	22	25	44	45	45	55
5	Central & East - Count	3 Investment	Health of clubs - CENTRAL & EAST	Abbie Lench	77%	78%	-	-	77%	77%	77%	77%	77%	77%
6	Central & East	3 Investment	Number of framework universities on track delivering agreed KPIs - CENTRAL & EAST	Tom Gibbins	3	3	3	3	3	3	3	3	3	3
7	Central & East Competitions	3 Investment	The number of junior players aged 10U playing 20+ matches - CENTRAL & EAST	Keith Carder	-	491	359	423	423	457	489	489	525	570
8	Central & East	3 Investment	Number of parks with approval for investment (collaboration role) - CENTRAL & EAST	Jon Hughes Paul Bennett	-	18	0	0	0	0	0	0	0	0
9	Central & East	4 Accessibility	Number of teachers trained on LTA Youth Schools (primary and secondary) - CENTRAL & EAST	Tom Gibbins	883	1,365	901	941	1,052	1,117	1,157	1,187	1,197	1,454
10	Central & East	4 Accessibility	Number of venues delivering the Open Court Programme - CENTRAL & EAST	Jon Hughes	52	66	52	53	53	57	60	61	62	63
11	Central & East	4 Accessibility	Number of venues delivering the SERVES programme - CENTRAL & EAST	Kiran Mathan	26	33	29	29	29	39	39	39	35	38
12	Central & East	5 Engagement	Regional Team Employee Engagement - CENTRAL & EAST	Jon Hughes	84%	87%	-	-	80	80	80	80	80	80
13	Central & East - Count	5 Engagement	Coach Engagement - CENTRAL & EAST	Jon Hughes Marlin Van de Braam	74%	73%	-	76%	76%	76%	70%	70%	70%	66%
14	Central & East - Count	5 Engagement	Volunteer Engagement - CENTRAL & EAST	Abbie Lench	70%	70%	-	-	65%	65%	65%	65	63%	63%
15	Central & East	7 Leadership	Safeguarding - number of Level 2 coaches at registered venues who are not accredited or at risk of not renewing accreditation (due to one or more pre-requisites expiring this year) - CENTRAL AND EAST	Dave Humphreys	N/A	0	-	98	99	94	87	88	81	82
16	Central & East	7 Leadership	Number of County & Island Associations compliant with 85% of requirements (5/14) in the Governance Framework - CENTRAL & EAST	Abbie Lench	N/A	100%	-	1 out of 9	1 out of 9	-	50%	50%	50%	55%

LTA C&E Regional Dashboard 2023 (proposed)

County & Island Dashboard DRAFT		Historical Trend			2023			
Core Activity	Metric	2020	2021	2022	Mar	Sep	Dec	Data Source/Completed By
Local Tennis Landscape	More people playing more often; Increase the number of adults (16+) playing tennis each year from 4,018,600 to 4,420,460 (7.7% to 8.5% of the population) by 2023.							LTA Research Team
Local Tennis Landscape	More people playing more often; Increase the frequency of adults (16+) playing tennis once a month from 1,311,800 to 1,500,000 (2.52% to 2.9% of the population) by 2023.							LTA Research Team
Local Tennis Landscape	More people playing more often; Increase the number of children playing once a week from 550,000 to 700,000 (7.9% to 10% of the population) by 2023.							LTA Research Team
Volunteering - Governance Framework	County Safeguarding Audit Completion (Pass)							LTA Safeguarding Team
Volunteering - Governance Framework	Compliance with 85% of the County & Island Governance Framework							LTA Clubs, Parks, Counties & Volunteering
Volunteering - LTA Awards	Number of County level nominations for the LTA Awards							County & Island Associations
Local Tennis Landscape	Number of LTA Registered tennis venues							LTA Clubs, Parks, Counties & Volunteering
Local Tennis Landscape	Number of padel courts							LTA Padel Team
Participation - Club Support	Number of venues engaged via Venue Forums, Webinars & Venue Network events.							County & Island Associations
Participation - Disability Development	Number of venues delivering the Open Court Programme							LTA Disability Team
Local Tennis Landscape	Number of LTA Accredited coaches							LTA Coaching Team
Participation - Coach Support	Number of coaches engaged via Coach Forums & Coach Network events							County & Island Associations
Participation - Coach Support	Number of females entering the coaching pathway via the LTA Assistant (Level 1)							LTA Coaching Team
Local Tennis Landscape	Number of players (adult and junior) competing in 1+ matches							LTA Competitions Team
Local Tennis Landscape	Number of LTA Licensed officials							LTA Competitions Team
Competition - Play Your Way to Wimbledon	Number of venues taking part in Play Your Way to Wimbledon							LTA Competitions Team
Competition - County Closed	Number of players (adult, junior, senior and disability) competing in County Closed							LTA Competitions Team
Performance - County Training	Number of junior players aged 10U playing 20+ matches							LTA Competitions Team
Performance - County Training	Number of junior players aged 9U playing 20+ matches							LTA Competitions Team
Performance - County Training	Number of junior players aged 8U playing 20+ matches							LTA Competitions Team
Performance - Regional Camps	Number of junior players attending the Regional Performance Camps							LTA Performance Team
Performance - 10U Performance Network	Number of 10U Performance Programmes							LTA Performance Team
Performance - 10U Performance Network	Number of programmes that are sending players to County Fun Days/County Open Days							LTA Performance Team
Optional	Amount of partnership income generated							County & Island Associations
Optional	Amount of money out on club loans							County & Island Associations
Optional	Number of junior players attending County Training							County & Island Associations
Optional	Number of teams playing in County Leagues							County & Island Associations