

County Association Strategic Plan (FEB 24)



SOMERSET TENNIS

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Executive Summary

The rationale for this plan is to set out in clear terms what Somerset Lawn Tennis Association (SLTA) is seeking to achieve over the next 5 years to promote and develop the sport throughout the County. We hope that the plan itself will have a much longer shelf life and will form the basis of renewal and amendment over time to serve as our core plan for the next 10 years.

Fundamental to the plan is the need for the County team to assist in the roll out of the National programme to achieve “tennis opened up” and to move away from the misplaced perception that tennis is an elitist vice populist sport, and to actively encourage anyone to take up the game. We should aim to remove any perceived or actual barriers to anyone irrespective of background, ability, age, culture, gender or race who would like to get involved with the game. It also seeks to address the historic problem of the various levels of tennis administration delivering mixed messages on the way forward and indicative of that is the new consistent branding and logos that you now see across all counties and regions.

The plan provides a framework to help us move the sport forward in the County through much better communication, promotion and delivery of good initiatives to increase involvement and enjoyment of the sport. It also gives some guidance to all venues, coaches, players and others involved in the sport as to how they can help us develop this wonderful sport in our County whilst ensuring adherence to the highest standards of safeguarding.

Within the plan, we set ourselves not only high level objectives but also lower level operational targets and measurable milestones to make it easier to assess how well we are doing in delivering the plan and its objectives which we review regularly. That review may give rise to opportunities to vary our delivery and operational plans to respond to changing conditions or other factors that may influence some priorities.

Whilst we are circulating this plan as the agreed blueprint after a good deal of hard work and deliberation by your Council, we would welcome your comments and observations to help us better deliver our objectives for the benefit of this great sport across the County.

Section One: Where are we now?

Introduction

- **A brief, relevant history and summary of our County**

Somerset LTA was founded in 1907 and has strived to provide an efficient management structure to help develop the sport of tennis across the County. Prior to the successful involvement of RBC as sponsors back in 2004, the County LTA had minimal reserves and thus did not have the resources to deliver tennis programmes beyond the County Championship, the Inter County Cup programme and working with venues to improve leagues and other competitions. Originally working with County based LTA staff members, County Development Officers and County Performance Officers, the County LTA did as much as it could to deliver the national objectives of the LTA across the sport. The County LTA was instrumental in delivering facilities funding via the LTA to increase the indoor courts at Blackbrook from 4 to 6 courts in 2003. Following several years of sponsorship from RBC, we have managed to build up some reserves and have been using those to provide limited grant and loan funding support for facilities projects as well as encouraging venues to market their venues and supporting coaches to attain qualifications. We are actively seeking new sponsors to augment the funding provided centrally by the LTA.

- **The legal status of our County**

Somerset LTA is currently an unincorporated association, similar to many venues in the County. The members are the registered venues in the county. Following the incorporation of the LTA in 2014, the County LTA adopted a new constitution as required by the LTA to redefine the legal relationship with the new LTA legal entity. As with all governance matters, the legal status requires regular review to ensure that it is fit for purpose. In light of an increasingly litigious environment across all sports and in accordance with LTA best practice guidelines, the County is moving to become a company limited by guarantee during 2024 and this was ratified in principle at the 2023 AGM.

An EGM will be held in 2024 to formally adopt the new status which requires the approval of our members. An outline of the new structure will be posted on the Website once agreed by the County Team.

- **Do we view our County as a Business?**

Historically the County LTA has had an increasingly efficient and effective management committee to organise the activities of tennis at the county level. As noted later in the SWOT analysis, the combination of a small Council as well as a geographically widespread county has meant that the Council has acted at an operational level and has not developed an overall business plan in the way that a commercial business might. It has not identified and more importantly set parameters to measure delivery against. This plan is aimed to address this shortcoming and bring the County LTA onto a more structured business footing.

- **What is our Strategic Plan designed to achieve?**

This plan is designed to provide a clear framework to deliver the LTA strategy of Tennis Opened Up across the county.

- **What time-frame is the plan based upon and how is it promulgated?**

This is a five year plan covering the period 2023-2028. A full copy of this plan and an Executive Summary are available upon request and on the county website ([Tennis Somerset / Welcome to Somerset Tennis \(lta.org.uk\)](https://www.lta.org.uk)).

- **How will we engage our membership in the planning process?**

The membership is invited to provide feedback and ideas at any time to improve the delivery of the objectives and tasks.

- **Who is the target audience?**

- Primary audience – All registered venues, coaches and volunteers actively involved in tennis in the County.
- Secondary audience – All players, parents and others involved who are not regular players.
- Tertiary audience - Those who only follow Somerset tennis on social media and the website.

Situational Analysis

Understanding the current situation within the County is an important part in planning the future.

SWOT analysis

Our SWOT analysis is designed to identify what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our County.

STRENGTHS	Credible and knowledgeable Council
	Key areas and responsibilities allocated
	Collective responsibility and consistent messaging
	Open and transparent decision making and oversight
	Established junior county training programme
	Positive working relationship with coaches
	The ability to utilise the coaches and courts at Millfield School for junior county training
	An active and informative social media footprint
	Strategic Plan that identifies priorities and assigns appropriate resources
	Rigorous safeguarding processes and procedures in place and audited
WEAKNESSES	Geographically diverse and sparsely populated county
	Too few Council members leading to increased outsourcing
	Poor articulation on how the Council supports venues and its role in developing tennis in the county
	Insufficient commercial/financial support to achieve aspirations & support clubs
	Indoor facility provision
	Too few venues running junior competitions and team events
	Number/mix and qualification of coaches insufficient to meet the demands of JCT & increased participation
OPPORTUNITIES	Consistent engagement with venues
	To influence the growth of the sport through social media
	To maximise the impact of the key events such as LTA Awards & County Champs
	Create a more diverse and larger Council
	Change of legal status of the County Association to provide greater freedom to operate and avoid personal liability
	Venues to feel able to influence the direction of tennis within the County
	Improve awareness of other resources available to venues and provide links/support where appropriate
	Encourage more competitive tennis by creating/supporting the development of structures that promote competition
	Increased funding to support our objectives
	Better understanding of local/county-wide demographics
Improve parent understanding of the JCT programme and the player pathway	

	Reinforce continuous improvement and vigilance with respect to safeguarding whenever the Council engages with venues, players and coaches
THREATS	Reliance on one indoor centre
	Loss of Council members/succession planning resulting in loss of skills & increased burden on others
	The relevance of the Council especially with regard to financial support
	Diminishing tennis membership and the need to attract more people to play
	The withdrawal of facilities and coaching staff from Millfield School
	Safeguarding and the potential for a serious incident to occur
	Corporation tax liability
	Insufficient junior players competing in local/regional events
	Lack of sponsors to provide additional financial support to fund initiatives

Financial Analysis

To understand our County's financial situation we have completed a financial analysis. Using this information we have identified a number of recent financial trends:

Recent Financial Trends in our County	
1.	Restructured and significantly increased grant funding from the LTA
2.	Removal of registration fees (now paid to LTA) and other LTA support grants
3.	Closer alignment between the costs of running core activities and LTA Grant for same
4.	Increasing costs of competition tennis activities including senior county teams
5.	Increasing demand from Venues for support of capital projects means that we can offer loan only support options.

We have taken this opportunity to identify five future financial targets that the County would like to achieve as part of this plan:

Future Financial Targets in our County	
1.	To ensure there are sufficient income streams to finance the tennis activities of the Association
2.	The independently reviewed accounts to comply with our Reserves policy which aims to maintain those reserves at a minimum level at 9 months of our normal expenditure excluding grants and awards
3.	Compliance with legal and accounting best practice
4.	Council spend contributes to a year-on-year increase in "non-performance" tennis being played in the County
5.	Terms of facility loans linked to achievement of LTA objectives and compliance with strategies including safeguarding and Inclusion & Diversity as well as well defined individual project objectives and improved venue management

Section Two: Where are we going?

Our Vision: Tennis Opened Up in Somerset

Our Mission: To grow tennis in Somerset by making it relevant, accessible, welcoming and enjoyable.

Core Areas of Work for our County

With our County Vision at the centre of everything we do, we have identified our most important functions – our “Core Areas of Work,” which are aligned to the LTAs seven core strategies ([lta-vision-mission-2019-2023.pdf](#)):

- a. Visibility
- b. Innovation
- c. Investment
- d. Accessibility
- e. Engagement
- f. Performance
- g. Leadership

Section Three: How are we going to get there?

For each of our County’s “Core Areas of Work” we have identified:

- **A strategy statement** – how this Core Area contributes towards our overall vision
- **Objectives** – what we are to achieve
- **Sub Objectives** – how we aim to achieve the objectives

1. Visibility	Accountable: Simon Brand
Strategy Statement	
To broaden the relevance and increase visibility of tennis all year round to build engagement and participation with fans and players. Promote events and competitions, and reach out to schools and colleges.	
Objectives	
1.1 Create a vibrant and up to date online presence that stimulates interest and informs people of opportunities and events. 1.2 Publicise key activities, events and achievements through the press and other media organisations. 1.3 Support marketing initiatives that aim to increase player participation. 1.4 Promote events and competitions to stimulate interest and raise the profile of tennis. 1.5 Encourage venues to develop programmes that reach out to schools, colleges and other organisations. 1.6 Educate coaches, players and parents in the player pathway.	

- 1.7 Encourage businesses to become involved in tennis through corporate deals and sponsorship.
 1.8 Take tennis to parks and playing fields where there are existing courts and engage with the public and particularly young people in these locations.

Objectives	Sub Objectives
1.1 Maintain a vibrant and up to date online presence that stimulates interest and informs people of opportunities and events.	1.1.1 Maintain an up to date website which is the one stop shop for all information regarding tennis in the county. 1.1.2 Maintain a social media presence via Facebook, Twitter & Instagram. 1.1.3 Employ a digital marketing expert to maintain and update the social media accounts. 1.1.4 Conduct regular reviews of each platform to assess its utility and effectiveness. 1.1.5 Encourage county coaches to contribute to each social media platform to raise the profile of activities taking place. 1.1.6 Link all clubs to the website to enable new players to gain relevant information. 1.1.7 Encourage clubs to share their social media posts with SLTA to enhance reach. 1.1.8 Provide expertise to clubs and coaches on how to improve their online presence.
1.2 Publicise key activities, events and achievements through the press, other media organisations and venue correspondence.	1.2.1 Determine which local papers are best suited to deliver our message. 1.2.2 Develop links with local radio stations to determine how to promote tennis events. 1.2.3 Develop the policy for producing and submitting press releases. 1.2.4 Review the venue newsletter to determine its usefulness and effectiveness. 1.2.5 Consider other means of communicating with the public and members to get the appropriate message across to the target audience.
1.3 Support marketing initiatives that aim to increase player participation.	1.3.1 Encourage venues to make use of County funds to assist in their marketing initiatives. 1.3.2 Encourage coaches to engage with the social media rep to provide expertise on how to exploit social media to their advantage. 1.3.3 Conduct feedback to determine the effectiveness of initiatives that aim to increase player participation. 1.3.4 Invite venues to report bi annually on their membership to assess why people are leaving/joining the sport.
1.4 Promote events and competitions to stimulate interest and raise the profile of tennis.	1.4.1 Conduct a review of the events and competitions currently held during each year to determine player participation, cost and benefits. 1.4.2 Prioritise these events and competitions and assign resources accordingly. 1.4.3 Publish details of these events and competitions online and in the press if appropriate. 1.4.4 Encourage venues and coaches to support these events and competitions through incentives. 1.4.5 Align events and competitions with real world tennis activities (such as the grass court season) to enhance the profile.
1.5 Encourage venues to develop programmes that reach out to schools, colleges and other organisations.	1.5.1 Encourage venues to identify local primary, secondary and tertiary education establishments in their area which could provide a source of players.

	<p>1.5.2 Encourage venues to identify local youth organisations such as uniformed orgs, scouts, guides, ATC etc. which could provide players.</p> <p>1.5.3 Advise schools attended by junior county players of their achievements with an aim to inspire others.</p> <p>1.5.4 Encourage school teachers and other adults who deal with children regularly to attend tennis taster sessions run by venues which aim to provide the teachers with the tools to promote tennis in their establishment.</p> <p>1.5.5 In liaison with the LTA, develop a guide which draws upon best practice and which supports venues and coaches in reaching out to schools.</p> <p>1.5.6 Provide teachers with local access to the LTA's new 2 hour primary teacher training courses across Somerset.</p> <p>1.5.7 Identify and train secondary school ambassadors to support the delivery of tennis in their schools.</p>
<p>1.6 Educate coaches, players and parents in the player pathway.</p>	<p>1.6.1 Brief coaches on the LTA player pathway to ensure they understand the progression from 8U to professional player.</p> <p>1.6.2 Encourage parents to read the guidance notes on the LTA website regarding player development.</p> <p>1.6.3 Brief parents of juniors attending county training on the player pathway at the beginning of each year.</p> <p>1.6.4 Ensure that county coaches provide appropriate feedback to players on their performance so they know where they sit on the pathway.</p> <p>1.6.5 Encourage county players to enter tournaments to gain experience in competitions.</p> <p>1.6.6 Establish a programme of coach support to the junior county players competing in local tournaments.</p>
<p>1.7 Encourage businesses to become involved in tennis through corporate deals and sponsorship.</p>	<p>1.7.1 Encourage venues to develop a list of local businesses that could be approached to support tennis.</p> <p>1.7.2 Encourage venues to offer corporate discount/membership to local businesses.</p> <p>1.7.3 Invite senior management and staff members to attend venue and county closed finals days.</p> <p>1.7.4 Promote agreed sponsorship packages which includes access to Wimbledon tickets.</p> <p>1.7.5 Engage with local businesses, either directly or through an agent, to identify potential sponsors and work with them to create mutually beneficial relationships. Develop a list of companies and organisations that would benefit from a relationship with SLTA and consider how best to approach them.</p>
<p>1.8 Take tennis to parks and playing fields where there are existing courts and engage with the public and particularly young people in these locations.</p>	<p>1.8.1 Following the successful LTA lead Parks redevelopment programme, work with the LTA Regional delivery partners to maximise the impact of this extraordinary investment in local parks.</p> <p>1.8.2 Create relationships with both identified park sites within that programme and potential parks sites to increase opportunities for tennis across all audiences.</p> <p>1.8.3 Consider a range of improvements that are affordable and effective.</p>

	1.8.4 Encourage local people to become involved in enhancing these locations through a programme of investment both in infrastructure and support measures.
2. Innovation	Accountable: Simon Brand
Strategy Statement	
To innovate in the delivery of tennis to widen its appeal. Promote alternative formats and create new programmes and competitions particularly at grass roots level to make them more fun, flexible and easier to play as well as encouraging new players to get involved.	
Objectives	
2.1 To remain abreast of the latest LTA ideas and formats and consider innovative variations to maintain interest in the sport. 2.2 To promote Padel tennis throughout the county. 2.3 Signpost new ideas for venues and coaches to access via digital media. 2.4 Encourage venues and coaches to plan and organise programmes and competitions that appeal to grass roots level players. 2.5 Create local forums to exchange new ideas and consider best practice. 2.6 Consider how to stimulate and engage with new audiences in tennis.	
Objectives	Sub Objectives
2.1 To remain abreast of the latest LTA ideas and formats and consider innovative variations to maintain interest in the sport.	2.1.1 Conduct an analysis of latest LTA innovative ideas. 2.1.2 Review how venues are innovating in order to attract and retain new members. 2.1.3 Consult with coaches to determine which formats appeal to different audiences. 2.1.4 Review other counties' websites and other tennis social media platforms to gather data on other innovative ideas. 2.1.5 Be in a position to make recommendations and if required or appropriate, support in the delivery or set up of innovative ideas across the county.
2.2 To promote Padel tennis throughout the county.	2.2.1 Produce a fact sheet on the advantages of playing Padel tennis and disseminate to venues for consideration. 2.2.2 In conjunction with the LTA understand the different funding models for creating Padel courts. 2.2.3 Encourage each venue to appoint a Padel tennis representative. 2.2.4 Encourage coaches to consider gaining a qualification in Padel tennis. 2.2.5 Create an area on the website for information about the game. 2.2.6 Identify venues that are interested in building a Padel tennis court. 2.2.7 Maintain links with the LTA representative responsible for Padel. 2.2.8 Arrange a visit to a Padel court for SLTA to gain a greater understanding of the game.
2.3 Signpost new ideas for venues and coaches to access via digital media.	2.3.1 Ensure relevant links from the LTA website are reflected in Somerset LTA website, social media platforms and Whats App groups. 2.3.2 Promote relevant posts and innovative ideas for posting on Somerset LTA social media platforms. 2.3.3 Update venues on new initiatives during Club Forums.

	<p>2.3.4 Showcase key individuals within the county via social media.</p> <p>2.3.5 Encourage venues & coaches to provide examples of new ideas being put into practice for sharing on social media/Whats App.</p>
2.4 Encourage venues and coaches to plan and organise programmes and competitions that appeal to grass roots level players.	<p>2.4.1 Provide venues & coaches data on the importance of competition.</p> <p>2.4.2 Provide information on the different types of formats available.</p> <p>2.4.3 Encourage local venues and coaches to implement /test new innovative ideas.</p> <p>2.4.4 Encourage venues and coaches to put in place mechanisms to gather feedback from new participants when testing any new innovative ideas or events and to inform SLTA accordingly.</p>
2.5 Create local forums to exchange new ideas and consider best practice.	<p>2.5.1 Consider setting up a Whats App group for club committee members.</p> <p>2.5.2 Encourage coaches to lead/participate in regular local coach forums.</p> <p>2.5.3 Review LTA data available related to the drivers of enjoyment in tennis.</p> <p>2.5.4 Ensure local venue volunteers and coaches are educated on the drivers of enjoyment in tennis.</p>
2.6 Consider how to stimulate and engage with new audiences in tennis.	<p>2.6.1 Identify the different characteristics of people engaging in tennis.</p> <p>2.6.2 Identify the drivers that encourage people to play the sport.</p> <p>2.6.3 Identify the negative aspects of playing tennis and consider mitigation.</p> <p>2.6.4 Review club profiles of members and volunteers to gauge groups that are involved already.</p> <p>2.6.5 Consider how to reach out to groups that are not engaged.</p> <p>2.6.6 Promote pay and play where appropriate.</p> <p>2.6.7 Consider those venues in the county that would benefit from Parks investment and liaise with LTA & LA to determine feasibility.</p>
3. Investment	Accountable: Andy Fay
Strategy Statement	
To support venue and community facilities that increase the opportunities to play through support of LTA initiatives. Encourage venues to innovate and become sustainable through sound financial practices and management.	
Objectives	
<p>3.1 To ensure there are sufficient financial reserves to finance the tennis activities of the Association and for Venues.</p> <p>3.2 To provide appropriate advice and financial support, in conjunction with the LTA facilities team, to venues and communities in the development of tennis.</p> <p>3.3 To prioritise investment in venues that aim to follow LTA guidance, especially the 4 Pillars, and comply with LTA safeguarding and financial policies.</p> <p>3.4 To use requests for significant financial support as an opportunity to offer advice to venues to improve their financial sustainability and for the Association.</p> <p>3.5 To ensure that management of Council assets meets the highest professional standards of financial propriety and follows LTA Guidance.</p> <p>3.6 To ensure the Council receives sufficient, sustainable income to meet strategically appropriate demands from venues and communities.</p> <p>3.7 To clarify the Council's position with regard to legal, employer and insured status according to LTA guidance</p>	
Objectives	Sub Objectives

<p>3.1 To ensure there are sufficient assets to finance the tennis activities of the Association and for Venues.</p>	<p>3.1.1 Maximise grant and fee income. 3.1.2 Develop regular sponsorship and donor income. 3.1.3 Manage the annual spend to minimise any operational deficit. 3.1.4 Ensure value for money is achieved for each item of expenditure. 3.1.5 Resolve historic Corporation tax liabilities and minimise future liabilities.</p>
<p>3.2 To provide appropriate advice and financial support to venues and communities in the development of tennis.</p>	<p>3.2.1 Establish a procedure for assessing requests for assistance according to Council priority. 3.2.2 Promulgate the criteria and process to be followed in submitting a request for financial assistance. 3.2.3 Conduct a review of all requests for financial assistance that entail infrastructure improvements to ensure compliance with the original submission. 3.2.4 Link funding to achievement of project objectives especially where these involve increased participation.</p>
<p>3.3 To prioritise investment in venues that aim to follow LTA guidance, especially the 4 Pillars, and comply with LTA venue management, safeguarding and financial policies.</p>	<p>3.3.1 Develop a model against which venues and communities can measure their performance against LTA objectives. 3.3.2 Promulgate the model to all venues and communities applying for funding. 3.3.3 Establish a method of reviewing, measuring and reporting venue compliance. 3.3.4 For each request for assistance, undertake a review appropriate for the level of assistance requested. 3.3.5 Approach suitable venues to partner in strategic developments.</p>
<p>3.4 To use requests for significant financial support as an opportunity to offer advice to venues to improve their financial sustainability.</p>	<p>3.4.1 Offer advice to ensure that venues are financially sustainable and make wise investment decisions. 3.4.2 Obtain and review copies of annual accounts. 3.4.3 Discuss with the venue where improvements can/should be made. 3.4.4 Link any assistance to establishing a plan to make suggested improvements and progress against that plan.</p>
<p>3.5 To ensure that management of Council assets meets the highest professional standards of financial propriety and follows LTA guidance.</p>	<p>3.5.1 Identify a Council member to be responsible for major items of income and expenditure. 3.5.2 With that member, develop an annual budget and agree with Council. 3.5.3 Provide a regular report to Council and responsible member of actual performance against budget. 3.5.4 Provide a regular forecast for the year for discussion at Council. 3.5.5 Ensure appropriate approval for each item of expenditure. 3.5.6 Arrange for an annual, independent review of the accounts with a report being sent direct to Council. 3.5.7 Follow-up on any changes suggested by the annual review.</p>
<p>3.6 To ensure the Council receives sufficient, sustainable income to meet strategically appropriate demands from venues and communities.</p>	<p>3.6.1 Identify Council member responsibility for developing ideas on raising sponsorship and donor income through the sale of Wimbledon tickets and other experience related activities. 3.6.2 Obtain clarity on possible packages that could be offered following LTA guidance and market accordingly.</p>

	3.6.3 Identify and maximise “multiplier” opportunities.
3.7 To clarify the Council’s position with regard to legal, employer and insured status and make necessary improvements according to LTA guidance	3.7.1 Determine current position of the Council as a legal entity, employer and insured body. 3.7.2 Review LTA guidelines on each area of concern. 3.7.3 Provide a proposal to move the Council from its current to a preferred position. 3.7.4 Implement approved changes.
4. Accessibility (& Participation)	Accountable: Neil Driver
Strategy Statement	
To help make the customer journey into (or back into) playing tennis and/or padel easier & more accessible for anyone, and to help make playing tennis and/or padel at venues more accessible and more enjoyable.	
Objectives	
4.1 Provide venues with ideas about the activities and facilities that can help to make tennis and padel more accessible to people and to increase participation in the sports. 4.2 To engage with venues to understand the ways in which they encourage people into, or back into tennis, and to understand the activities that they offer to help to make tennis and/or padel more accessible and more enjoyable for people at their venue. 4.3 Provide appropriate guidance to venues about the resources that are available to them via the LTA 4.4 To encourage venues to gather information about customer satisfaction, including reasons for joining and leaving. 4.5 Consider how people from minority groups and people with disabilities can access the sport, and help more venues to meet the specific requirements of these groups such that more people from these groups are able to play tennis and/or padel. 4.6 Support LTA Affiliated venues to ensure that there are sufficient qualified coaches to meet the requirements of every tennis and padel player, irrespective of ability.	
Objectives	Sub Objectives
4.1 Provide venues with ideas about the activities and facilities that can help to make tennis and Padel more accessible to people and to increase participation in the sports.	4.3.1 Develop a list of activities and facilities that venues could adopt if they are appropriate to their specific venue that can help to make tennis and padel more accessible to people and to increase participation in the sports. 4.3.2 Consult with a number of venues and LTA Partners to add additional activities and facilities that might be successful in achieving the Strategy Statement.
4.2 To engage with venues to understand the ways in which they encourage people into, or back into tennis and/or padel, and to understand the activities that they offer to help to make tennis and/or padel more accessible and more enjoyable for people at their venue.	4.2.1 Contact the Chairperson or lead person at each venue to ask to visit the venue to spend at least an hour with the Chairperson or lead person, or their nominated representative (e.g. a key Committee member or venue manager) to find out what the venue offers to people wishing to play tennis and/or padel 4.2.2 Discuss with the Venue representative the list of activities and facilities that the venue could offer to achieve their own goals/objectives and to ‘encourage more people to play tennis more often’ (i.e. a key part of the LTA’s Mission Statement).

	4.2.3 Discuss with the Venue representative the barriers that might exist to offering new activities and/or facilities and how such barriers could possibly be overcome.
4.3 Provide appropriate guidance to venues about the resources that are available to them via the LTA.	4.3.1 Provide venues with guidance about the written resources available on the LTA's website. 4.3.2 Provide venues with guidance about the LTA Regional Partners who are able to support them. 4.3.3 Provide venues with guidance about the Forums and Webinars available to them.
4.4 To encourage venues to gather information about customer satisfaction, including reasons for joining and leaving.	4.4.1 Develop a brief Customer/Club Member Satisfaction Questionnaire that can be tested in consultation with a number of venues. 4.4.2 Discuss with Venue Representatives the benefits of conducting such a Questionnaire with their members with a view to them producing and implementing this information gathering process.
4.5 Consider how people from minority groups and people with disabilities can access the sport, and help more venues to meet the specific requirements of these groups such that more people from these groups are able to play tennis and/or Padel.	4.5.1 Liaise with LTA Regional Disability Lead to formulate the best strategy. 4.5.2 Reassess the availability of SLTA grants to help achieve this objective. 4.5.3 Develop a list of LTA resources available to help venues to promote tennis and/or padel for minority groups and people with disabilities.
4.6 Support LTA Affiliated venues to help ensure that there are sufficient qualified coaches to meet the requirements of every tennis and padel player, irrespective of ability.	4.6.1 Assist all LTA affiliated venues to employ a range of licensed coaches appropriate to the needs of their venue 4.6.2 Encourage venues to offer Club members the opportunity to take their Level 1 LTA Assistant course and their Level 2 LTA Instructor course. (Particularly 16-21 year olds?) 4.6.3 Encourage succession planning of coaches at venues and support their planning whenever possible. 4.6.4 Encourage suitable venues to offer coaching apprenticeships.
5. Engagement	Accountable: Karuna Tharmananthar
Strategy Statement	
To engage and collaborate with everyone involved in delivering tennis, particularly coaches and volunteers to attract and maintain more people in the game. Support coaches in gaining qualifications and implement ways to motivate more volunteers to become involved.	
Objectives	
5.1 Engage with venues to understand their issues, promote LTA initiatives and share best practice. 5.2 Recognise and value volunteers. 5.3 Engage with coaches to promote networking and improve knowledge including those in education establishments with multi-sport coaches – i.e. Level 2 of another sport. 5.4 Publicise the financial support available to coaches to gain higher qualifications. 5.5 Engage with parents of young tennis players to ensure they remain informed and motivated.	

Objectives	Sub Objectives
5.1 Engage with venues to understand their issues, promote LTA initiatives and share best practice.	5.1.1 Encourage venues to attend the AGM to learn about new initiatives, raise their issues and to share best practice. 5.1.2 Develop an engagement matrix to identify any significant gaps in engagement with the clubs and then remedy these. 5.1.3 Encourage venues to attend the County Forums. 5.1.4 Invite venues to attend Council meetings to raise specific concerns. 5.1.5 Encourage venues to directly engage with the LTA and provide assistance in doing this. 5.1.6 Encourage club representatives to join the Tennis online community.
5.2 Recognise and value volunteers	5.2.1 Review the policy regarding the nomination of volunteers as part of the LTA Tennis Awards. 5.2.2 Get an overview of how venues attract and sustain volunteers to determine how to improve the number and effectiveness of volunteers in the future by including this as a discussion topic at one of venue forums each year. 5.2.3 Increase the profile and recognition for the award winners by presentations linked to venues and report in the press/website/social media.
5.3 Engage with coaches to promote networking and improve knowledge including those in education establishments with multi-sport coaches – i.e. Level 2 of another sport.	5.3.1 Liaise with SW LTA to arrange a Coach Forum in Somerset annually. 5.3.2 Encourage coaches to attend the Coach Forums. 5.3.3 Conduct coach workshops at Millfield/Taunton 3 times per year. 5.3.4 Encourage SW LTA to run CPD courses in Somerset. 5.3.6 Establish a coach page on the website to share information and enhance knowledge. 5.3.7 Identify future female tennis leaders and coaches and encourage them to gain qualifications. 5.3.8 Support the LTA in educating coaches in the new junior programme. 5.3.9 Identify other coaching providers and explore opportunities for incorporating tennis.
5.4 Publicise the financial support available to coaches to gain higher qualifications.	5.4.1 Draft the policy for the award of 50% of professional fees to coaches gaining a LTA qualification. 5.4.2 Maintain a database of all LTA qualified coaches in the county to ensure that they are kept informed and encouraged to gain a higher qualification. 5.4.3 Use all available opportunities such as Coach Forums and the AGM to advertise the policy. 5.4.4 Establish a mentoring scheme whereby Level 4 and above coaches are available to advise/mentor junior coaches. 5.4.5 Ensure young, especially female coaches are mentored within the county to best support them on their coaching pathway. 5.4.6 Support the apprenticeship scheme when resources allow.

<p>5.5 Engage with parents of young tennis players to ensure they remain informed and motivated.</p>	<p>5.5.1. Parent engagement is raised as topic at one of the club forums 5.5.2 Encourage venues to provide a welcoming environment for parents to enjoy whilst their children are playing. 5.5.2 Encourage venues to display information provided by the LTA regarding how parents can support their children playing tennis. 5.5.3 Encourage venues to provide hard copies of LTA publications related to children in the clubhouse for parents to read. 5.5.4 Consider running a Parent Workshop annually in the county for those children who are actively competing or wish to compete. 5.5.5 Council members to attend County Cup events and county closed to talk with parents and gain feedback. 5.5.6 Ensure that parents are aware of the benefits of the new junior tennis programme for 2022. 5.5.7 Appoint a Parent Representative to advise the Council on matters related to children competing in SLTA events.</p>
<p>6. Performance Accountable: Simon Brand</p>	
<p>Strategy Statement</p>	
<p>To support the pathway for British champions that nurtures a diverse team of players, people and leaders. Encourage juniors to represent their county and generate more performance coaches.</p>	
<p>Objectives</p>	
<p>6.1 Highlight the benefits of becoming a performance coach. 6.2 Encourage able young players to become tennis leaders/coaches. 6.3 Develop means to maintain the interest and motivation of county players. 6.4 Encourage venue coaches to identify and promote potential county players. 6.5 Create opportunities for the county squads to improve their leadership and teamwork skills. 6.6 Create opportunities for the county coaches to engage with the players and parents outside formal sessions. 6.7 Educate parents in the player pathway and the importance of competition.</p>	
<p>Objectives</p>	<p>Sub Objectives</p>
<p>6.1 Highlight the benefits of becoming a performance coach.</p>	<p>6.1.1 Conduct an audit of performance coaches in the county. 6.1.2 Determine the requirement for performance coaches in the county. 6.1.3 Encourage Level 3 coaches to gain the next level and specialise in performance. 6.1.4 Implement incentives for performance coaches. 6.1.5 Develop a county training programme that draws on the experience of performance coaches. 6.1.6 Encourage Level 2 coaches to become involved in county training/county cup.</p>
<p>6.2 Encourage able young players to become tennis leaders/assistants (Level 1).</p>	<p>6.2.1 Highlight the opportunities for players to become tennis leaders/Level 1 coaches. 6.2.2 Encourage venues to identify and support potential tennis leaders. 6.2.3 Consider providing financial support to the tennis leader programme. 6.2.4 Encourage coaches to utilise tennis leaders/Level 1 coaches in their coaching programmes.</p>

	6.2.5 Publicise the benefits of tennis leaders/Level 1 coaches including the personal development aspects.
6.3 Develop means to maintain the interest and motivation of junior & senior county players.	6.3.1 Provide incentives for junior players to aspire to/maintain their interest in county training. 6.3.2 Publicise the advantages of attending junior county training to venues and coaches. 6.3.3 Run open sessions at selected venues to attract new players. 6.3.4 Conduct regular matches to maintain competitive spirit and engender teamwork. 6.3.5 Provide financial support to all players who represent the county at County Cup. 6.3.6 Run events that integrate younger age groups with older ones to encourage players to move up into the next age group. 6.3.7 Conduct regular indoor sessions for each senior county group during the winter months.
6.4 Encourage venue coaches to identify and promote potential county players.	6.4.1 Provide opportunities for coaches to observe county training sessions. 6.4.2 Encourage coaches to promote the importance of the County Champs to their players. 6.4.3 Encourage coaches to submit videos of potential players to county coach lead. 6.4.4 Utilise opportunities (Coach Forums) to stress the importance of nominating players. 6.4.5 Encourage clubs to host junior competitions to identify potential players.
6.5 Create opportunities for the county squads to improve their leadership and teamwork skills.	6.5.1 Develop a junior county training programme that enhances teamwork and leadership. 6.5.2 Encourage squads to plan and organise trips to County Cup events. 6.5.3 Encourage venues to host competitions that encourage county players to enter. 6.5.4 Encourage venues to utilise county players in supporting coaching programmes at their venues. 6.5.5 Encourage junior county players to support the planning & organising of the County Champs.
6.6 Create opportunities for the county coaches to engage with the players and parents outside formal sessions.	6.6.1 Encourage coaches to attend the county championships & other competitions where county players are entered. 6.6.2 Consider means for county coaches to provide guidance and support to players outside of regular training sessions. 6.6.3 Plan extra-curricular activities during County Cup competitions to engender teamwork. 6.6.4 Arrange for friendly matches to be conducted in advance of major competitions & encourage parents to attend. 6.6.5 Provide opportunities for parents to provide feedback to coaches/members of the Council. 6.6.6 Encourage parents to provide feedback to the Parent Rep.
6.7 Educate parents in the player pathway and the importance of competition.	6.7.1 Provide parents with links to Parents Area on LTA website. 6.7.2 Provide parents with information regarding the player pathway. 6.7.3 Produce a presentation that highlights the importance of competition. 6.7.4 Encourage parents to attend virtual forum on Parenting Workshops. 6.7.5 Encourage parents to attend JCT and provide feedback to coaches. 6.7.6 Consider setting up Whats App groups for each age group to promote ideas and exchange of information.
7. Leadership	Accountable: Karuna Tharmananthar

Strategy Statement	
To lead tennis in Somerset to the highest standard so it is a safe, welcoming, well-run sport. Implement the highest safeguarding and GDPR standards to protect players and foster a safe and welcoming environment which allows everyone to achieve their potential. Deliver the strategy through good governance, underpinned by our values and principles which the council members reflect in their behaviours.	
Objectives	
<p>7.1 To provide strategic direction and ensure that all LTA affiliated venues in Somerset have reviewed their governance arrangements within the period of this plan.</p> <p>7.2 To promote a safeguarding culture that permeates and underpins tennis related activities in Somerset at every level.</p> <p>7.3 To be open and transparent to engender trust and respect.</p> <p>7.4 To establish a succession plan that meets the needs of the county.</p> <p>7.5 To conduct regular reviews of venues to ensure that they maintain the highest standards in delivering a safe environment for players and comply with all statutory legislation.</p>	
Objectives	Sub Objectives
7.1 To provide strategic direction and ensure that all LTA affiliated venues in Somerset have reviewed their governance arrangements within the period of this plan.	<p>7.1.1 Publish the strategic plan and invite feedback from venues, including presentation of the strategic plan at one of the club forums.</p> <p>7.1.2 Provide guidance to venues on what is required to meet the minimum standards of governance.</p> <p>7.1.3 Provide guidance related to GDPR and Data Sharing principles</p> <p>7.1.4 Act as the focal point for all queries related to governance and accountability.</p> <p>7.1.5 Encourage venues to review all their policies annually to ensure that they are relevant and up to date.</p> <p>7.1.6 Ensure that SLTA County Assessment review is completed and outcomes published and changes implemented</p>
7.2 To promote a safeguarding culture that permeates and underpins tennis related activities in Somerset at every level.	<p>7.2.1 All Council members to be in date for safeguarding training and appropriate DBS clearance.</p> <p>7.2.2 Encourage peer to peer support amongst Somerset Welfare Officers, including potential to hold web forums.</p>
7.3 To be open and transparent to engender trust and respect.	<p>7.3.1 To publish all relevant material (minutes, policies, initiatives etc.) on the website.</p> <p>7.3.2 To plan and organise a programme of engagement including Venue Forums.</p> <p>7.3.3 Ensure that there are clear and transparent criteria/ policy for the allocation of grant and local awards.</p> <p>7.3.4 Ensure that local awards assessment is open, transparent and objective.</p>
7.4 To establish a succession plan that meets the needs of the county.	<p>7.4.1 Develop TORs for each Council position which specify the attributes required.</p> <p>7.4.2 Publish the TORs on the website.</p> <p>7.4.3 Encourage individuals to join the SLTA Council.</p>

	<p>7.4.4 Develop a policy specifying the procedure (inclusive & diverse) to be followed in selecting new councillors.</p> <p>7.4.5 Consider limiting the terms of office and membership of the Council.</p> <p>7.4.6 Review the Council Governance Structure in particular the length of term served by Council members prior to stepping down or standing for re-election.</p>
7.5 To conduct regular reviews of venues to ensure that they maintain the highest standards in delivering a safe environment for players and comply with all statutory legislation.	<p>7.5.1 Engage with venues directly at every opportunity, especially when grant applications are made.</p> <p>7.5.2 Understand the LTA's safeguarding review programme and agree possible alternatives that could ensure there is continuous learning and improvement.</p>

Section Four: Who is accountable?

Staff and Volunteers

For each of our County's "Core Areas of Work" one Council member is responsible for carrying out the objectives as detailed however other Councillors are to assist where appropriate.

Core Area of Work	Person Accountable
Visibility	Simon Brand
Innovation	Simon Brand
Investment	Andy Fay
Accessibility – schools, SERVES	Neil Driver
Engagement	Karuna Tharmananthar
Performance	Simon Brand
Leadership – governance incl. safeguarding	Karuna Tharmananthar

Training

Our staff and volunteers may require training to help them in their roles. Listed below are the training requirements identified to date:

- To employ an IT specialist who can advise the Council on the optimum website and social media presence.

Section Five: How will we know when we are there?

Keeping Score

To know if we are progressing effectively with our Strategic Plan we need to keep score for each of our “Core Areas of Work.” Progress is measured against the Outcomes identified in Section 6 and assigned a colour code indicating the following: Green – on track; Amber – minor issues which will result in a quarterly delay; Red - major issues which result in a 6 month delay.

Core Area of Work	Outcomes Colour Code (and reason)
Visibility	
Innovation	
Investment	
Accessibility	
Engagement	
Performance	
Leadership	

Each Executive Committee Meeting will review our coding and discuss Core Areas of Work that are not on target.

Ongoing Review

The County Plan will only be successful if it is used and regularly reviewed. The review dates are to be conducted as follows:

- 1 Dec 22 - completed
- 1 Jun 23 (6 month review)
- Every 6 months thereafter

Section Six: The One Year Plan

This Section contains the actions for 2023/24.

Top Level Tactics

Visibility	Innovation	Investment	Accessibility	Engagement	Performance	Leadership
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<p>To maintain our online presence and continually update to reflect current events and initiatives. Encourage coaches and clubs to engage with SLTA to generate greater reach.</p>	<p>Conduct an analysis of innovative ideas drawing on the LTA and other clubs' experiences. Review how innovation plays a role in attracting/ maintaining interest in the game.</p>	<p>To ensure the Association is financially sound by maximising income, controlling costs and managing any deficit.</p>	<p>Develop a list of activities and facilities that venues could adopt if they are appropriate to their specific venue that can help to make tennis and padel more accessible to people and to increase participation in the sports</p>	<p>To promote engagement with venues through the assignment of a Council member to each venue.</p> <p>Encourage clubs to attend AGMs, Club Forums and area specific forums such as Safeguarding and Coaches. Seek clubs' views on communication preferences.</p>	<p>Conduct a review of the qualified coaches in the county and determine the requirement for performance coaches in the future. Actively encourage coaches to gain higher qualifications.</p>	<p>Present the strategic plan at one of the club forums.</p>
<p>To improve our communications both internally with venues and externally with the press and other media outlets to raise the profile of tennis and encourage greater interest.</p>	<p>Provide information about Padel tennis and upload to the website. To include links to the LTA website page dedicated to Padel. Encourage venues to identify a Padel tennis rep in order to exchange information.</p>	<p>To ensure the Association is legally sound by reviewing status and moving to "best practice".</p>	<p>Contact the Chairperson or lead person at each venue to ask to visit the venue to spend at least an hour with the Chairperson or lead person, or their nominated representative to find out what the venue offers to people wishing to play tennis and/or padel.</p>	<p>Publicise award nominees and winners in social media</p>	<p>Encourage venues to run tennis leader programmes to develop the coaches of the future. Demonstrate the benefits of the Level 1 & 2 qualification to venues and young players.</p>	<p>Ensure that all council members have undergone safeguarding training and DBS checks.</p>

Encourage venues to reach out to primary & secondary schools in their locality and offer to provide financial support to initiatives that promote interest in their venue.	Promote relevant posts and innovative ideas for posting on Somerset LTA social media platforms. Use What's App and social media to generate discussion about innovative ideas and competitions.	Prioritise investment in venues and communities that are following LTA guidance.	Discuss with the Venue representative the list of activities and facilities that the venue could offer to achieve their own goals/objectives and to 'encourage more people to play tennis more often'	Enhance relations with the workforce through effective communications and networking opportunities.	Review the methods used to select players to represent the county to identify improvements. Consider incentives to maintain interest throughout the age groups.	Ensure that all materials relating to council meetings are publicly accessible.
Compile a list of potential sponsors which might be interested in supporting tennis in the county. Create a range of tennis benefits to potential sponsors and engage with them.	Encourage clubs to try out new innovative formats/events/ideas within the county and reward and support innovation locally.	Maintain the highest standards of accounting and financial management practices.	Develop a brief Customer/Club Member Satisfaction Questionnaire that can be tested in consultation with a number of venues.	Parent engagement is raised as topic at one of the club forums. Make accessible and promote within clubs LTA publications on parental engagement.	Develop a programme of training and friendly matches to enhance teamwork within the senior county squads. Consider the importance of social activities to accompany these measures.	Ensure that award scheme evaluations undergo objective evaluation against published criteria.
Consider ways to improve player participation, particularly juniors and to ensure that established and new players maintain their interest in the sport.	Use What's App and social media to generate discussion about innovative ideas and competitions.	Develop a sponsorship policy which generates income for the county and makes it less financially reliant on the LTA.	Conduct a review to ensure that sufficient resources are available to meet the requirements of players.		Develop a programme of activities that provide opportunities for players to develop their leadership skills.	Review Council's governance structure and ensure that the Terms of References are in place for all roles and office terms are time limited and subject to re-election.

Conduct a review of public courts in parks and playing fields and produce a prioritised list of improvements based on user analysis.	Identify the key motivators for playing tennis and consider how to encourage more people to engage in the sport. Provide this information to clubs to support their initiatives for increasing membership.		Consider how tennis can be adapted to cater for everyone irrespective of physical & mental abilities.		Engage with parents so that they better understand their role in the development of their child and signpost useful information to enable them to conduct research.	Understand the LTA's safeguarding review programme and agree possible alternatives that could ensure there is continuous learning and improvement.

Outcomes & Measures

Tactic	Who	Description	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q4	Comments
Visibility									
Online presence	SMB	Review TORs of Social Media Rep and agree new annual contract	X				X		This role cannot be undertaken in house therefore outside support is required.
Internal Comms	SMB	Conduct review of website and consider alternative options		X					Clubspark has capability limitations which prevent improvement.

External Comms	SMB	Establish club network & review external comms plan			X				Consult with clubs on optimum way to keep informed.
Schools network	SMB	Develop list of schools with venues and agree engagement plan		X					County to monitor & support
Sponsorship	SMB	Compile list of sponsors and agree package(s) on offer	X		X				In conjunction with AF & AB having due regard for LTA rules
Player participation	SMB	Consider how to attract/sustain players, esp juniors			X				
Public courts	SMB	Liaise with LTA regarding investment in parks	X				X		Monitor and support as required
Innovation									
Conduct review of innovative ideas	SMB	All clubs and coaches invited to share best practice		X					Results obtained and disseminated to clubs & coaches for implementation
Padel Tennis	SMB	Improve knowledge and understanding of Padel	X						Create area on website & encourage clubs to provide rep with specific responsibility for Padel
Encouraging innovative ideas	SMB	Liaise with LTA and develop list of new ideas/formats to be utilised at clubs			X				To be posted on website and sent to club coaches
Case Studies	SMB	Contact venues/coaches to gather case studies of innovation		X					Collate and disseminate best practice based on experience
Enhance Communications	SMB	Use website and social media to exchange ideas and generate discussion on innovation	X						Establish Whats App group for coaches and area on website for publicising new ideas
New audiences	SMB	Conduct a review of key motivators and consider how venues need to adapt to meet these attributes					X		Review of membership conducted and results analysed

Investment									
Financial stability	AF	Resolve VAT and CT			X				Complete by year end and operate new guidance for 2023
Prioritise investment	AF	Develop model		X					Complete by year end and operate new guidance for 2023
Management of assets	AF	Introduce rigorous sign-off of expenses, effective budgeting process, regular forecast report			X				Introduce ready for 2023/4 budget process
Sponsorship and donor income	AF	Develop offering			X				Introduce for 2023
Legal position	AF/JB	Review position and make proposal for changes				X			Consider changes in 2023
Accessibility									
Identify Pathways	ND	Identify pathways for those starting out, both juniors and adults		X					Publicise throughout county using all available means
Social Media Platforms	AB	Have access to own social media platforms and link to others			X				Read/write access to website and facebook. Liaise with AS/SMB regarding posts
Promote Best Practice	ND	Develop a list of activities and facilities that venues could adopt if they are appropriate to their specific venue	X						Liaise with LTA Regional Partners to determine 'what can work at venues'
Coaches	ND	Build coach base from the bottom and succession plan				X			To meet current & future needs
Links with venues	ND	Create links with venues to help distribute information and spread the word				X			Establish network within county & work with regional LTA Partners
Engagement									
Enhance venue relationships	KT	Develop an engagement matrix to identify any		X					Improve club satisfaction on SLTA communication.

		significant gaps in engagement with the clubs and then remedy these.							
Awards Scheme	AB	Publicise award nominees and winners in social media				X			Prior to awards for 2023
Workforce Relations	SMB	Enhance coach network & liaise with regional coaches		X					Both up (SW LTA) & down (county based coaches)
Coach Financial Support	SMB	Maintain financial assistance	X						Policy approved and available on website. Continue to advertise merits of financial assistance
Coach Mentoring	SMB	To identify coaches willing to mentor inexperienced coaches				X			To be offered to all Level 1 & 2 coaches
Parental Engagement	KT	Enhance relations with parents		X					Understand the vital role of parents in child's motivation
Performance									
Determine Requirement	SMB	Conduct audit of coaches			X				Compare with other counties based on player numbers/abilities
Generate the workforce	SMB	Encourage venues to drive up coaching standards		X					Establish tennis leader programme to promote interest
Select & retain players	SMB	Ensure that the best players are identified & retained.	X						Understand the drivers for remaining in the programme. Consider how to reach out to other players
Enhance the team ethos of senior county players	SMB	Improve teamwork through competition & social activities			X				Develop a programme of friendly matches & social activities
Develop leadership skills of juniors	SMB	Incentivise players through opportunities to lead					X		Develop activities that enhance leadership skills in players
Parent Engagement	SMB	Encourage coaches to engage constructively with parents & players		X					Coaches to develop means to gain trust & respect of parents & players through positive engagement
Leadership									

Governance	KT	Incorporate advice on governance in newsletters			X				Summarise LTA news in county communications
Safeguarding	KT	Council member training & County self assessment review		X					Local training organised through the LTA
Safeguarding	KT	Online forum			X				Online forum and peer to peer review & self-assessment
Awards	AF	Require evaluation against published criteria			X				Objective evaluation to be undertaken by Council members commenting on award applications
Governance	KT	Undertake review					X		Roles & responsibility together with term of office.