

# County Association Strategic Plan 2019 – 2023



CAMBRIDGESHIRE TENNIS

**Our Vision: Tennis Opened Up**

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

**County Objectives:**

1 Increase the number of stakeholders engaging positively with Cambridgeshire Tennis:

- Increase attendance at Club Forums. These are now moving mostly on line and cover a variety of topics.
- Increase the number of nominations for LTA Tennis Awards in all categories.
- Increase attendance at Coach Forums and Club-County Pathway Meetings.
- Develop our strands of communication – particularly with venues, coaches, schools and colleges as well as local authorities– using the support of Ade Bates as appropriate.
- Work to ensure all stakeholders work effectively together to the benefit of Cambridgeshire Tennis. We must particularly seek out sponsors who are prepared to fund specific County priority projects.

2 Get more people playing tennis more often:

- Help venues to develop membership through financial support for appropriate activities.
- Support financially the improvement and expansion of facilities where these are justified by a viable business case.
- Promote the roll out of ClubSpark in our venues and the development of ClubSpark at national level.
- Continue to work to make venues more accessible and welcoming to those with disabilities and from all backgrounds.
- Champion our county leagues and club competition programmes and look to expand participation in these.
- Aim to develop some stronger County hubs venues which others can access for support (Cambridge, Huntingdon, Peterborough, Ely, Wisbech).

3 Maintain a coherent and accessible performance pathway:

- Upskill the coaching workforce to ensure they can identify and nurture talent.
- Identify, involve and mentor coaches who can contribute to the performance pathway.
- Ensure a sympathetic introduction of young people to competition and performance.
- Build a pride in competing for Cambridgeshire.
- Build strong relations between LPDC, performance centres, County and regional centres and the relevant workforce.

## County Strategies:

- Visibility: Broaden the visibility of Cambridgeshire Tennis through communication and the positive action of the Management Team.
- Innovation: Be prepared to consider new ideas or ways to champion tennis in Cambridgeshire.
- Investment: Maintain our established approach to financial support for viable revenue and capital projects.
- Accessibility: Increase opportunities for participation from women, young people, seniors, those with disabilities and others from all backgrounds looking to introduce activity into their life-style
- Engagement: Work to develop a positive relationship with all those involved with tennis in Cambridgeshire.
- Performance: Ensure we are doing all possible to nurture the development of committed and talented players within Cambridgeshire and have the work-force to support this.
- Leadership: Champion tennis through an appropriately skilled, motivated and engaged Management Committee and sub-committee structure.

## Tactics and Outcomes are displayed within the next section – please note:

1. The colour coding is as follows RED = not yet started; Orange = in progress and has some concerns; Green = in progress and is on track; Blue = completed.
2. Names of County and Regional Team leads/focal points noted next to each tactic (some tactics may have only one focal point)
3. Not all tactics have measures, but those that do may be listed in a separate table.
4. Note that the wording of tactics is brief, as the leader(s) of each action are aware of the greater detail and may produce a supporting plan

## Strategic Pillars and Priorities 2021

Visibility	Innovation	Investment	Accessibility	Engagement	Performance (NB1)	Leadership
Improve our communications strategy including website, Twitter, Facebook and Instagram	Number of teachers trained on LTA Youth programme	Increase in health of clubs (LTA survey)	Number of active Open Court venues	Volunteer engagement (LTA survey) – including LTA Tennis Award nominations	Cams to finish in top 15 Counties and top 2 of the smaller Counties in the County Cup race	County governance: Respond to guidance coming out of County Governance review.  Clear financial plan.  Succession planning.
Number of females completing the level 1 coaching course.	Number of Padel Courts in County	Identify and communicate with sponsors (established and new) with the aim of increasing interaction and financial support	Inclusion and Diversity progress WRT personnel and programmes	Grow our relationship with local sports bodies (University/ Living Sport/ Councils)	95% of invitees play for the County.	100% of venues using only accredited coaches (level 2+)
	Number of players with an active ITF World Tennis Number (WTN)	Number of new venues with gate access systems installed	Number of registered venues and use of ClubSpark and adoption of Rally	Coach engagement -including developing those who can assist with county and performance training.	Attract more girls into County Red training	County Safeguarding audit completion with a pass

NB1: Refer to more detailed Cambridgeshire Tennis 3 year Junior Performance Plan updated April 2021.

## Outcomes & Measures

For those tactics with an outcome which can be measured easily it will help to list them in this table and make a regular record of progress and barriers to progress.

PILLAR	PRIORITY	RESP.	DESCRIPTION	2020 Base	2021 Target	KPIs	UPDATE
1 VIS	Communications Strategy	Ade Bates/JJ	Better website. More social media posts	Poor	100% inc in SM posts	New website 100% inc SM posts	Ade is officially engaged and SM posts increasing
2 VIS	Females completing level 1 coaching course	SR/LN	We also want to encourage take up from potential career coaches.				SR to set target
1 INN	Number of teachers trained on LTA Youth Programme	BS with CMcD	Work with Claire McDonnell to support tennis in primary schools and feed into venues	Disrupted		x primary teachers trained	BS to determine x
2 INN	Number of Padel Courts in County	Teresa C/JJ	Provide advice and link to companies and fund raising	0		Some progress	Appoint Padel ambassador See some progress
3 INN	Number of players with active WTN	MS / league	Ensure Cambs League is WTN compliant		Set base level	25% increase from base 2022	Work on league and club WTN tournaments/ladders
1 INV	Increase in health of clubs	TA	Measured via LTA survey	None		Improving	Scores improving year on year
2 INV	Engage with sponsors	NT/MS	Need to build reserves to be able to fully support County activities	£5k		£50K – at risk	Ongoing and Wimbledon dependant. No partner tickets for Wimbledon 2021
3 INV	Number of new venues with gate access systems	BS	Work on encouraging this with reg team	?		TBC	Need to set target. Link with ClubSpark and Rally
1 ACC	Number of active Open Court venues	SS		Varied		Discuss with SS	Ensure there is good communication of opportunities to workforce and venues.
2 ACC	Review our D&I progress personnel & programmes	SS	Ensure we always have inclusivity in mind in all that we do.			Discuss with SS	Steve Shaw to drive this via forums.
3 ACC	No. of reg venues and those using ClubSpark and Rally for access	BS				BS to set with Tony Devenish	Are we adding parks and schools? Adoption of ClubSpark & Rally

<b>1 ENG</b>	Volunteer engagement. Increase nominations LTA Tennis Awards	<b>TA to report</b>	Via LTA survey and noms. for LTA Tennis Awards			<b>Aim for 75</b>	Use every opportunity to support volunteers.
<b>2 ENG</b>	Grow relationships with local stakeholders (councils, Uni. Living Sport)	<b>TA/ MS</b>	These bodies can help our communications and often we need non-financial support.			<b>Meet key players</b>	Develop contacts that we can form relationship with.
<b>3 ENG</b>	Coach engagement. Coach pathway to County	<b>SR</b>	LTA Survey. Number of Coaches working with County/Performance.				LTA survey increase. Work with coaches who can support county training /captaincy.
<b>1 PER</b>	Cambs to finish in top 15 CC Race	<b>Claire Lea</b>	Update after each County Cup event			<b>Top 15 CCR</b>	
<b>2 PER</b>	95% uptake by players of county team place	<b>Claire Lea</b>	Report to each meeting by any who do not accept and why			<b>95% accept</b>	
<b>3 PER</b>	More girls (red level) into County training	<b>Claire Lea</b>	Link with HH to support this			<b>25% inc</b>	Increase numbers 25% 22 v 21
<b>1 LEA</b>	Respond to governance review. Succession planning Financial forward planning.	<b>MS/ TA/AK</b>	Work to respond to LTA County Governance Review.				Identify governance weaknesses and put in place plan to rectify. Medium term financial plan.
<b>2 LEA</b>	Percentage of venues only using L2+ accredited coaches	<b>SP</b>	Think we work well together. Ensure we support regional objectives.				Communication with venues, support and monitoring.
<b>LEA 3</b>	Complete County safeguarding	<b>SP</b>	Thorough our actions demonstrate that we support the LTA's county safeguarding plans				Complete in the course of 2021 and pass.

**Note: Where BS (Bill Skead) is tasked this can be devolved to a nominated representative on Participation Committee**

Where CL (Claire Lea) is tasked this can be devolved to a nominated representative on Performance Committee

## Who's Who – County Association

Name	Role	Area of Responsibility
Mark Sanders (MS) <a href="mailto:mark.sanders@cambslta.org.uk">mark.sanders@cambslta.org.uk</a>	LTA Councillor and Lead Volunteer	Liaison and Communication to/from NGB Major Sponsors Strategy and priorities with Chair Liaison with Clubs
Tim Arthur (TA) <a href="mailto:tim.arthur@cambslta.org.uk">tim.arthur@cambslta.org.uk</a>	Chair	Strategy Overview of Finances Liaison with Clubs
Arif Kibria (AK) <a href="mailto:arifkibria@hotmail.com">arifkibria@hotmail.com</a>	Treasurer	Budgeting and annual accounts Payments
Bill Skead (BS) <a href="mailto:billskead1@tiscali.co.uk">billskead1@tiscali.co.uk</a>	Chair of Participation Committee	Chairs the Participations Committee. This oversees and champions specific participation objectives incl disability initiatives (see Steve Shaw)
Claire Lea (CL) <a href="mailto:claire.lea@cantab.net">claire.lea@cantab.net</a>	Chair of Performance Committee	Will oversee progress towards the targets/KPIs set by the committee.
Sue Rich (SR) <a href="mailto:srich_tennis@yahoo.co.uk">srich_tennis@yahoo.co.uk</a>	Junior Teams Manager, Level 5 Coach and Coach Trainer	Managing all aspects of junior team training and major role in selection and management of junior teams
Joanna Jeffels (JJ) <a href="mailto:admin@cambslta.org.uk">admin@cambslta.org.uk</a>	County Secretary & Administrator	Website and social media. Comms with member venues. External support from Ade Bates. Administrative and secretarial support for County, venues and Management Committee.
Laura Nigri <a href="mailto:nigrilaura@gmail.com">nigrilaura@gmail.com</a>	Women & Girls' Development Officer & Captain of Open Ladies' team	Development of opportunities for girls and women
Claire McDonnell <a href="mailto:cmcdonnell@combertonvc.org">cmcdonnell@combertonvc.org</a>	Adviser on Tennis Initiatives for Educational Establishments esp. LTA Youth Schools	As Manager of SSP and School Games Organiser to S Cambs will provide background and advice.
Steve Shaw <a href="mailto:stevecshaw@btinternet.com">stevecshaw@btinternet.com</a>	Lead for Disability Tennis as well as Inclusion and Diversity	Chairs disability forum and disability initiatives
Nick Tait <a href="mailto:nick.tait1@ntlworld.com">nick.tait1@ntlworld.com</a>	Sponsorship lead	Chairs sponsorship sub-committee

Suzanne Pattinson <a href="mailto:suzpattinson@freebie.net">suzpattinson@freebie.net</a>	County Safeguarding Officer	Liaises with venues re safeguarding and with regional and central safeguarding staff as required
Adrian (Ade) Bates <a href="mailto:ady_bates@hotmail.com">ady_bates@hotmail.com</a>	Communications and Social Media Support	Creating County user groups, new website and appropriate posts and messages on social media and website.

## County Structure

**Strategy:** Cambridgeshire broadly aims to follow the regional and national structure of the LTA. We have an overarching Management Committee. This comprises the County Officers and the heads of various sub-committees.

The sub-committees are Participation, Performance, League Committee, Workforce Committee which we call the Club-County Pathway Committee), Sponsorship Committee. We have specialists who provide updates as appropriate. These include Safeguarding and Education.

**Management Committee:** The highest level committee in the county. Chaired by County Chair (Tim Arthur). Invited to attend are Secretary (Joanna Jeffels), Treasurer (Arif Kibria) and Councillor (Mark Sanders), the Chair of the Performance Committee (Claire Lea) and Participation Committee (Bill Skead), the Junior Teams Manager/ Level 5 Coach and Coach Trainer (Sue Rich), the Women and Girls' Development Officer (Laura Nigri). Other volunteers may be invited to attend as the agenda dictates. Ian Haigs (Armed Forces Councillor who lives in the County) is also invited to attend whenever he is able.

**Participation Committee:** Chair: Bill Skead. This committee aims to assist venues to grow tennis by encouraging more people to play more often. It will seek to do this with reference to the objectives on our County plan that the members consider will deliver the best results. Our Disability Lead (Steve Shaw) sits on the Participation Committee.

**Performance Committee:** Chair: Claire Lea. Sets policies, ratifies the appointment of Team Captains and examines and implements requirements to develop performance within the County. Much of the focus is on junior teams. However we also look to support our open and senior teams.

**Club-County Pathway Committee:** Chair: Tim Arthur. This Committee brings together club head coaches who wish to engage with County. It is an excellent opportunity to update those present on LTA initiatives that require the support of coaches and venues and for coaches to discuss and agree programmes, tournaments and matches that encourage young players to take their first steps into competition outside their venue.

**League Committee:** Chair: Vernon Dudley. Deals with the running of County League Competitions within and around the County. It is largely autonomous but liaises with the County to consider any changes in requirements and advice to venues and players.

**Sponsorship:** Lead: Nick Tait. This area largely driven by personal contacts. There is no formal committee and both Nick together with Mark Sanders communicate with partners and potential partners. Any leads welcome and encouraged.

**Safeguarding: CSO: Suzanne Pattinson.** Our County Safeguarding Officer provided a written update to the management Committee and contacts relevant people if there is an urgent matter to discuss. She liaises with the Regional and National Safeguarding personnel as required.

**Education: External Advisor: Claire McDonnell.** Claire heads up Cambridgeshire School Sports Partnership and manages the School Games Organisers across the County.

#### Who's Who - Regional Team

Name	Role	Area of Responsibility
Jill Osleger <a href="mailto:jill.osleger@lta.org.uk">jill.osleger@lta.org.uk</a>	Head of Region	Work with counties to develop strategic plan and monitor its progress
Leo Tutt and Tony Devenish <a href="mailto:Leo.tutt@lta.org.uk">Leo.tutt@lta.org.uk</a> <a href="mailto:tony.devenish@lta.org.uk">tony.devenish@lta.org.uk</a>	Participation Development Partners	Work with county and venues to implement best practice and assist with their development plans
Josh Dashwood <a href="mailto:josh.dashwood@lta.org.uk">josh.dashwood@lta.org.uk</a>	Workforce Development Partner	Work with coaches in the county
Mark Padfield <a href="mailto:mark.padfield@lta.org.uk">mark.padfield@lta.org.uk</a>	Competition Development Partner	Advise on all aspects of competition and officials for competition
Harry Ash <a href="mailto:harry.ash@lta.org.uk">harry.ash@lta.org.uk</a>	Disability Development Partner	Appointed August 2019 and based in Bucks
Alan Hodges. <a href="mailto:alan.hodges@lta.org.uk">alan.hodges@lta.org.uk</a>	Regional Safeguarding Officer	Will visit clubs by appointment on a 3 yearly rota to ensure their safeguarding arrangements meet LTA standards. Will assist with any remedial act