

YORKSHIRE TENNIS LIMITED (YTL) PLAN FOR THE PERIOD 2024/5

INTRODUCTION

This Business Plan is for the period to end December 2025. The plan sets out who we are, what we do, our values, our vision, our mission, our key objectives, and the actions we will take to achieve them.

WHO WE ARE

Yorkshire is the largest County in England by size and has a population of nearly 5.4 million which represents almost 10% of the whole of England. We have 164 Registered Tennis Clubs in Yorkshire with approximately 34,000 members located in every part of the Counties 4,596 square miles. Hundreds of teams compete in the Yorkshire Tennis League and in District Leagues on a regular basis. We have over 300 accredited Coaches teaching the sport in Clubs, Schools, and Parks.

Yorkshire Tennis Limited (YTL) was established as a new Company In December 2022 when it replaced Yorkshire Lawn Tennis Association (YLTA) which was dissolved. This important change was in line with the County Governance Framework and was supported by the national Governing Body, the Lawn Tennis Association (LTA) and Sport England. We are predominantly run by a team of volunteers which includes a Board of Directors as the ultimate decision-making body. Our role is separate but complimentary to that of the LTA.

WHAT WE DO

We want to develop tennis and padel in Yorkshire from grassroots participation and children starting to play through to the professional game. Our core role is defined by the LTA, and we receive a grant from the LTA to deliver our core activities. This grant represents around 40 percent of our current expenditure and therefore we rely heavily on generating income from other sources such as Partnerships and Sponsorship. Our four core Activity Areas are Volunteering, Participation, Performance and Competition and under each core Activity are Sub Activities with planned Actions for delivery.

OUR VALUES

We share the same values as the LTA which are as follows:

Teamwork – We work together to grow tennis and padel

Integrity– We take responsibility for our actions and what is right

Passion – We have an enthusiasm that makes everyone want to be part of what we do

Excellence – We continue to strive to be the best

Inclusion – We truly value people’s differences and believe they make us stronger

OUR VISION

In line with the LTA, we want to Open up Tennis and Padel in Yorkshire. We want everyone to play whatever their motivation, ability, or background and we want our sport to be relevant, accessible, welcoming, and enjoyable.

OUR MISSION

We want to grow tennis and padel in Yorkshire by making it relevant, accessible, welcoming, and enjoyable. We will support Clubs through the provision of advice and guidance and will continue to promote the game of tennis and padel by stimulating new people to play the game. We will encourage competition within Yorkshire and will provide a platform for player development through our performance pathway. We will provide access for players of all abilities and will encourage diversity and inclusion in line with the LTAs Vision of Opening up Tennis.

OBJECTIVES

Our key objectives are:

- supporting the increase in tennis and padel participation in Yorkshire by opening up the sport
- positively contributing to the health of sustainable tennis facilities in Yorkshire
- promoting competitive play in Yorkshire for all players of all standards
- building on the very significant achievement of being crowned National County Cup Champions by selecting County Teams with the aim of Yorkshire being in the top 3 nationally as measured by the LTA County Cup Leaderboard

ACTIONS

Our four Core Activity Areas are Volunteering, Participation, Performance and Competition. Under each Core Activity are Sub Activities along with planned actions.

1) VOLUNTEERING

Governance and Management

We will continue to review our Management Structures, Sub Committees and Roles to ensure that we are best able to deliver our core activities. Role profiles and Committee Terms of Reference are drafted as appropriate.

We are committed to complying with LTA Governance best practice guidance and will take forward any actions agreed following the Governance Framework Audit.

It is our intention to ensure that YTL reflects our desire to open up the game to all parts of society, both in relation to the Board, Sub Committees, and also over time to the Clubs which we support.

We will introduce an Associate Membership Scheme for Clubs and other stakeholder and will engage and consult with them so as to inform our plans.

Partnership Funding and Sponsorship

We will continue to secure and manage Partnerships and will explore ways of attracting new Partners to increase our Initiative income.

We will seek to attract Sponsors by developing a suite of Sponsorship opportunities which we will proactively market.

Safeguarding

We will continue to treat Safeguarding as a priority so that Yorkshire is seen as a safe place to enjoy tennis and will ensure that all Board members receive the necessary Training.

We will publicise all Safeguarding related Policies on our website

We will continue to uphold County safeguarding standards across all County specific activity including the carrying out of risk assessments for both County Training and Competition.

We will support Clubs in the discharging of their Safeguarding responsibilities.

We will take forward and implement actions from our Safeguarding Audit.

LTA Awards and Volunteers Week

We will promote and encourage nominations for the Annual LTA Awards and will organise an Awards Evening to celebrate their achievements.

We will be proactive in supporting 'Volunteers Week' by identifying and thanking volunteers for their contributions.

2) PARTICIPATION

Customer enquiries and Complaint handling

We will review our customer enquiries and complaints procedures to ensure that they are dealt with promptly and professionally.

Communications and Marketing

We will develop a marketing and communications strategy and plan to promote Yorkshire Tennis and Padel in an aligned and integrated way to all key audiences and to support the attraction of Partners and Sponsors.

We will support Yorkshire Tennis Committees and Board members with Communications that help deliver on their agreed objectives.

We will review and refresh as appropriate our communications channels (website, social media, face to face, events, annual review etc) to ensure they can best meet our agreed communication objectives within given resources. We will then ensure that clear processes (content management etc) are in place so that we enhance the chances of the right content getting to the right people in the right way at the right time.

We will ensure our communications and management of distribution lists are in line with Data protection requirements.

We will integrate the work done by the Yorkshire Tennis Hall of Fame and our history (archives) into Yorkshire Tennis communications channels especially our website.

We will agree, document and then living the Brand Identity Guidelines for Yorkshire Tennis and Padel.

We will set up an image library to capture those photos that live our brand identity standards.

Clubs

We will engage with Clubs to understand their issues and provide advice, guidance, and support as appropriate.

We recognise that the needs of small medium and large Clubs differ, and we will therefore target our resources where we believe we can make the greatest impact.

We will produce a plan of engagement with Clubs through various methods including the circulation of regular Newsletters, Website and Social Media content, Club coffee morning webinars aimed at topics of interest, development of a Facebook community and digital and face to face forums.

We will continue to support Clubs through the provision of interest free loans of up to £25k.

Coaches

We will work closely with Coach Development Centres and the LTA to support Coaches locally.

We will organise Coach Networking Events aimed at Coach Development and to also help motivate the workforce.

We will carry out a pilot project to explore ways in which we can increase the female coaching workforce.

Schools

We will support the continued rollout of the Youth Programme to primary and secondary Schools.

We will use the information available from Schools to signpost children wishing to continue to play tennis into local Clubs who have coaching programmes.

We will carry out a pilot to develop a “girls into tennis” pathway by providing basics training to teachers working in local Schools.

We will introduce a pilot Coaching outreach programme aimed at primary School pupils in receipt of “Pupil Premium” status on account of socioeconomic disadvantage.

Disability

We will work closely with the LTA in promoting the Open Court Programme and will encourage Clubs to complete the monitoring and evaluation framework.

We will carry out a pilot to identify and train coaches to support the uptake of those individuals with long term health conditions, wheelchair users and the visually impaired.

Communities

We will work closely with the LTA in promoting the Serves programme.

We will introduce a “Park to Club” pilot in deprived areas and which is aimed at transitioning Parks players into Clubs.

In collaboration with Sheffield United Community Foundation, we will set up a tennis equipment bank whereby people donate unused tennis equipment which can be used to encourage new starters to uptake tennis.

Padel

We will develop a strategy for Padel in Yorkshire which will address effective communication, participation and also County competition and teams.

We will hold our first County Closed Padel Championships.

3) COMPETITION

County and District Leagues

We will promote and support the Yorkshire Doubles League which will have its own separate committee. This committee will consult with Clubs and explore ways in which we can make the competition more attractive so that more teams are entered.

We will only allow Registered Clubs to participate in County Leagues and will encourage District Leagues to ensure that all Clubs who participate are LTA Registered.

County Cup

We will select and manage County Cup Teams to represent Yorkshire with the aim of finishing in the top 3 nationally as measured by the County Cup Leaderboard.

County Championships

We will promote, organise, and run the County Closed Championships. A separate County Closed Committee has been established to organise the events and will use previous learnings to build on their success.

Other Competitions

We will support Competition Leads for events such as Play Your Way to Wimbledon, National Leagues (youth, seniors, and adult) and Schools events.

We will continue to monitor LTA Graded Events to ensure that we have sufficient competitions within Yorkshire that are of the right level and in the right location.

International Competition

The Ilkley Trophy represents the most significant International tennis tournament, both in Yorkshire and the North of England. It presents an important opportunity to inspire both up and coming performance players in Yorkshire and also encourage more people to take up the game. We will support the sustainability and further development of the event as appropriate and develop links to build on our County Cup Celebration event.

4) PERFORMANCE

County Training

We will review our Performance structure to ensure that we have the right roles and individuals to lead and manage Performance in Yorkshire.

We will quality assure County Training Programmes and will set up and deliver County Fun Days as an entry point to County Training.

We will select and manage coaches to deliver County Training and manage County Cup Teams via an open and transparent process.

We will review the logistics around court and coach bookings so that we achieve value for money.

We will ensure that our County Coaches carry out player/venue visits and attend competitions to ensure they have a full and clear understanding of the player base from ages 5 to 9 across the County.

LTA Regional Camps and Development Centre

We will identify and nominate players for Regional Performance Camps.

We will support the Regional Player Development Centre so that we have a high performing Regional Centre in Yorkshire.

10U Performance Programme

We will fund a 10 and under Coach to lead our 10 and under Performance Network. This will involve supporting and developing a network of Clubs and Coaches that are aspiring to implement 10 and under Performance Programmes.

We will support the LTA in the organisation of local events so that our knowledge of 10 and under players is high and that talent is identified.

Aspiring Players

We will provide a fund aimed at supporting high performing players on their player journey.

MONITORING AND EVALUATION

YTL Board will monitor and evaluate the success, validity and progress of this plan and will hold performance meetings with LTA North Regional Team to discuss and review progress in line with our funding model agreement.

Board of Yorkshire Tennis Limited

January 2024