

ANNUAL REVIEW 2016



Welcome to the Lawn Tennis Association's 2016 Annual Review which provides an overview of British tennis in 2016. The LTA Finance and Governance Report is available to view online at www.lta.org.uk

CONTENTS

Page 4: Welcome

Page 7: About Us

Page 8: Key highlights of 2016

Page 10: Section 1: Inspiring the next generation

Page 22: Section 2: The Brits are coming

Page 30: Section 3: The British Tennis Strategic Plan 2016 – 2019

Page 36: Section 4: Focus areas

Page 44: Section 5: Drivers

Page 58: Section 6: Enablers

Page 68: Section 7: The Aegon British Tennis Awards

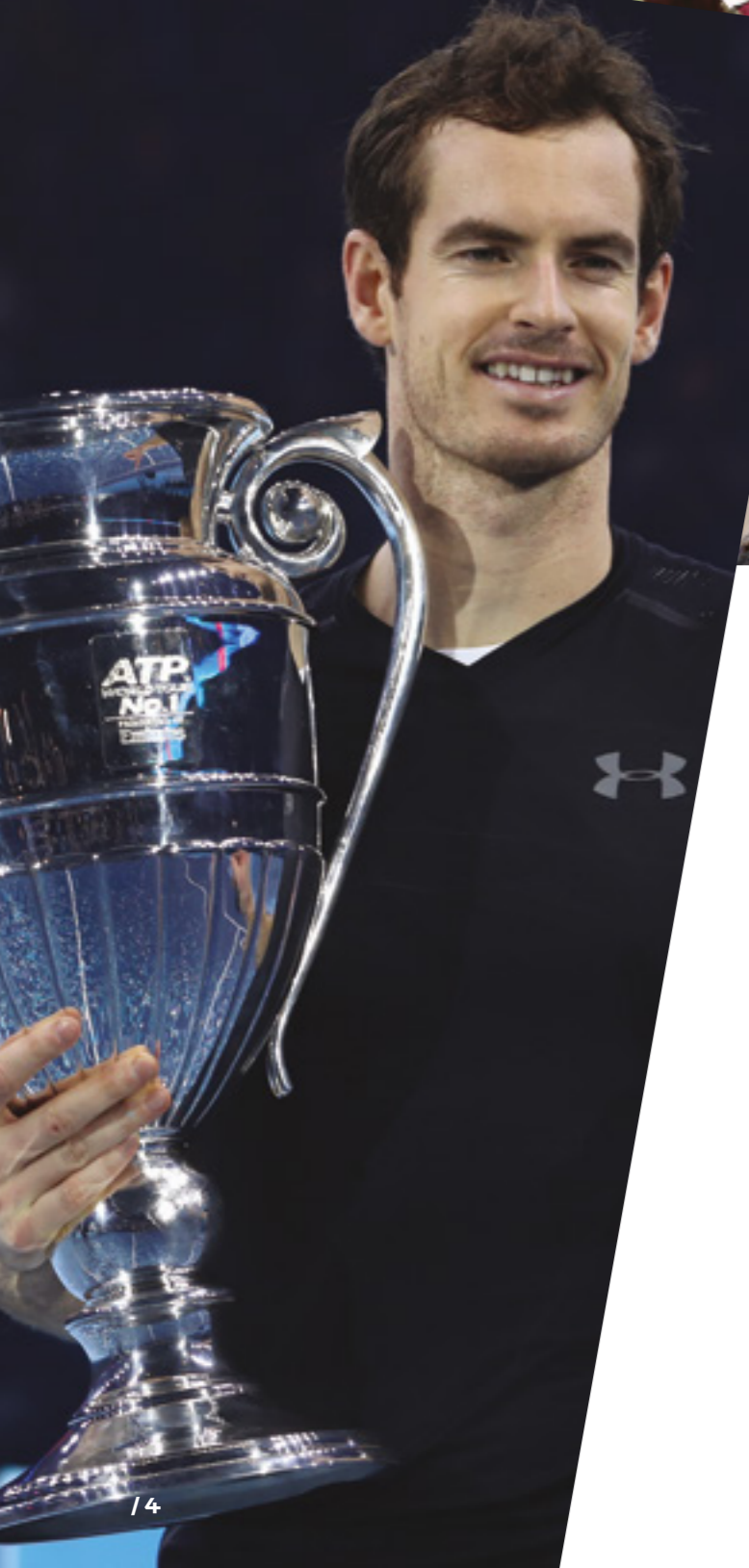
Page 72: Looking ahead

Page 74: Ways to play

Page 76: Who's who

Page 80: British Tennis Today





WELCOME

By any standards, 2016 has been an exceptional year for British tennis. The nation celebrated outstanding champions as Andy Murray became world No. 1, Jamie Murray grabbed the top spot in men's doubles and Johanna Konta blazed her way into the women's top ten.

The inspirational achievements of British players didn't end there. Wimbledon set the stage for British victories from Andy Murray, Heather Watson in mixed doubles and Gordon Reid in the tournament's first wheelchair competition. Gordon's wins at the Australian Open and in Rio earned him the world No.1 spot, while Alfie Hewitt, Lucy Shuker, Jordanne Whiley and Andy Lapthorne made it an outstanding year for British wheelchair tennis.

But we know that behind this remarkable success lies the reality of a long-term decline in the number of people playing tennis. Our British Tennis strategy recognises the urgent need to address the sport's foundations and in our fourth year of focusing on participation, numbers are encouraging. In 2016 we have seen the reversing of an 8 per cent annual decline and saw positive growth (+1 per cent) in the number of people playing tennis vs 2015.

This is down to a relentless focus on ensuring that the next generation of tennis players can get on court and play tennis easily. It's a big job and we know that we can't do it alone. We want to thank the growing number of partners and volunteers who have worked with us from the ground up, local community by local community, laying strong foundations for the sport. This year we were delighted to recognise the hard work and dedication of clubs, coaches and volunteers at the inaugural Aegon British Tennis Awards, giving national prominence to the people and organisations on the front line of turning our sport around.

Through our partnerships, we're connecting the dots between all places of play, from schools to parks and clubs. We've now created over 50 long term partnerships with Local Authorities to revive tired park courts and make them easier to access. In parallel, we have re-ignited park court competition, with the number of players growing by over 150 per cent since 2014. Towards the end of the year we announced, with sportscotland, a landmark £15 million investment to double the number of covered courts in Scotland over the next 5-10 years, ensuring that we capitalise on the inspirational achievements of Scottish players Andy Murray, Jamie Murray and Gordon Reid. This will be part of a much wider infrastructure programme for all of Great Britain in 2017.

In 2016, almost 900 coaches delivered our flagship 'Tennis for Kids' Davis Cup legacy programme to over 13,000 5-8 year olds who had never played tennis before – far exceeding our target of 10,000. Their passion for making the game fun means our ambition for 2017 is to reach 20,000 children through Tennis for Kids.

Our major tournaments grew in popularity. The Aegon Championships at The Queen's Club was voted 2016 ATP 500 Tournament of the Year for the second year running and a record number of tickets were snapped up at the Aegon International event in Eastbourne. We also staged sell out Davis Cup ties in Birmingham and Glasgow and almost 100,000 fans attended the Davis Cup Trophy tour.

The strategy is starting to pay off. Our role in 2017 is to build on this momentum and continue to use our award-winning insight to deliver results.

Performance tennis remains critical because success at the top inspires people to pick up a racket. In 2017, Simon Timson will build on the guiding principles Peter Keen set out to create one of Britain's most respected performance pathways. One that, ultimately, consistently creates British champions at all levels of the game.

Finally, we would like to say thank you and goodbye to Cathie Sabin who served as our President for the last three years. A driving force in British tennis, we are truly grateful for the work Cathie has done to champion our sport.

Throughout 2017, we will remain focused on the sport's grassroots so that we can rebuild, renew and rekindle tennis in Britain. We will continue our single-minded drive, working with our partners, to get more people playing more tennis, more often.



Martin Corrie
Martin Corrie
President



David Gregson
David Gregson
Chairman



Michael Downey
Michael Downey
Chief Executive



ABOUT US

The Lawn Tennis Association (LTA) is the National Governing Body for tennis in Great Britain, The Channel Islands and the Isle of Man and is responsible for developing and promoting British Tennis with a mission to get more people playing tennis more often.

We represent the interests of nearly 600,000 British Tennis Members, 4,400 Accredited Coaches, over 2,700 registered clubs and 950 licensed officials. Our role is to support and improve the long-term health of the game, driving participation at the grassroots and reversing a ten year decline in the number of people playing the game on a monthly basis.

We work in close partnership with a wide range of partner organisations so that together we can achieve our strategic objective of growing British Tennis. This includes over 2,700 member clubs, over 50 Local Authorities, charitable entities like The Tennis Foundation and Tennis for Free, commercial entities like David Lloyd Leisure, GLL, Virgin Active and Local Tennis Leagues. We are also supported by the All England Lawn Tennis Club, Sport England, Sport Scotland, Sport Wales and a group of sponsors led by our lead partner, Aegon.

Delivering impact at a local level is critical to our success and we work closely with the LTA Council and County Associations to achieve this.

The Council is made up of a representative from each English county, Tennis Scotland and Tennis Wales and other organisations involved in tennis. The Council plays an important role in linking the work of the central British Tennis workforce with its support for volunteers, coaches and parents in helping to get more people playing tennis more often.

Though performance coaching, medicine, science and analysis we also help deliver world class singles, doubles and national team performance results for Great Britain.

We run and support a network of almost 10,000 approved tournaments for players of all ages. The cornerstones of these tournaments are the grass court pro events leading up to Wimbledon; the Aegon Open Nottingham, the Aegon Classic at the Edgbaston Priory Club, Birmingham, the Aegon Championships at The Queen's Club, the Aegon International at Devonshire Park, Eastbourne, as well as the Aegon Trophy Series of challengers (Manchester, Surbiton, Ilkley and Southsea) all of which are title sponsored by Aegon.

KEY HIGHLIGHTS 2016*

140

DAVIS CUP TROPHY TOUR EVENTS

WITH

98,000
VISITORS



874

COACHES TRAINED AND INSPIRED
TO DELIVER TENNIS FOR KIDS



69

LOCAL TENNIS LEAGUES
CREATED IN PARKS

BRINGING TOTAL TO **158**

WITH **7,743** PLAYERS PLAYING

25,739 MATCHES



2
DAVIS CUP

HOME TIES

STAGED & SOLD OUT

WITH

45,000

FANS ATTENDING

11.7 MILLION

PEOPLE WATCHED THE AEGON CHAMPIONSHIPS
AT THE QUEEN'S CLUB ON TV WITH A RECORD

3.8 MILLION

WATCHING THE FINAL

**AEGON
CHAMPIONSHIPS**



AWARDED

**ATP WORLD TOUR
500 TOURNAMENT
OF THE YEAR**

FOR THE SECOND YEAR RUNNING

8 HONOURS

1 Knighthood: Andy Murray¹

For services to tennis and charity

2 OBE: Leon Smith²

For services to tennis

3 OBE: Jamie Murray²

For services to tennis and charity

4 OBE: Cathie Sabin³ FORMER LTA PRESIDENT

For services to tennis

5 OBE: Gordon Reid¹

For services to wheelchair tennis

6 MBE: Paul Hutchins¹ TOURNAMENT DIRECTOR

For services to tennis

7 MBE: Eva Lambert³

HUDDERSFIELD TENNIS & SQUASH CLUB,
for services to Tennis and Education

8 MBE: Lianne Tapson¹

GRANTHAM TENNIS CLUB,

for services to sport and the community

1. Announced on 30th December 2016 in the 2017

New Year Honours list

2. Announced on 10th June 2016 in the Queen's

Birthday Honours list

3. Announced on 30th December 2015 in the 2016

New Year Honours list



34,000

KIDS TOOK PART IN

Benenden Tennis Festivals

3,200
WOMEN

TOOK PART IN TENNIS TUESDAYS AT

140

VENUES ACROSS ENGLAND,
SCOTLAND AND WALES



1,482

CLUBS NOW USE CLUBSPARK
our world class online booking/
management system



5.6%

MEMBERSHIP INCREASE IN TARGET TENNIS CLUBS

RECORD ATTENDANCES

AEGON CHAMPIONSHIPS AND
THE AEGON INTERNATIONAL



New Coach Accreditation
launched and officially
endorsed by **SportsCoachUK**



140

VENUES ACROSS ENGLAND,
SCOTLAND AND WALES



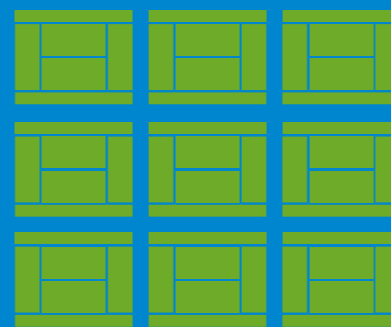
TV COVERAGE OF OUR
GRASS-COURT MAJOR EVENTS
DELIVERED A CUMULATIVE GLOBAL
AUDIENCE OF

28m

9

PRE-WIMBLEDON
PROFESSIONAL GRASS
COURT TOURNAMENTS
STAGED BY LTA &
PARTNER VENUES

IN 4 WEEKS



18

**NEW LONG TERM
PARTNERSHIPS**

WITH LOCAL AUTHORITIES



BRINGING THE TOTAL TO

52



13,259

KIDS SIGNED UP TO TENNIS FOR KIDS
WITH

43%

CONTINUING IN A TENNIS
PROGRAMME AFTERWARDS

£28 million

INVESTED IN

81 projects

WHICH WILL DELIVER

254

NEW OR REFURBISHED TENNIS COURTS**

£44 million

INVESTED IN

Devonshire Park



BY EASTBOURNE BOROUGH COUNCIL IN
PARTNERSHIP WITH THE LTA

£15 million

INVESTMENT AGREEMENT

TO TRANSFORM TENNIS FACILITIES IN
SCOTLAND***



INCREASE OF



111%

INSTAGRAM
FOLLOWERS
(total of 21,050)



37%

FACEBOOK
FOLLOWERS
(total of 106,115)



37%

TWITTER
FOLLOWERS
(total of 111,111)

58,000

ATTENDEES

AT

1,600

GREAT BRITISH TENNIS
WEEKEND EVENTS

AT OVER

1,000

VENUES

WITH

37%

CONVERTING TO CLUB MEMBERSHIP OR A COACHING PROGRAMME

* All information correct as of end of 2016

**These are funds committed in 2016 and include loans, grants and partnership funding

***This is a joint-funding agreement with sportscotland to transform tennis in Scotland, in partnership with Tennis Scotland

1

SECTION ONE
INSPIRING THE NEXT GENERATION
Tennis for Kids 2016



TENNIS FOR KIDS

On 29th November 2015 Great Britain won the Davis Cup for the first time in 79 years. That outstanding achievement earned a place in history as one of the greatest moments in British tennis. Since then we have worked tirelessly to ensure that moment isn't just a moment for the history books, but one that is used to inspire the next generation. After the win, we announced the biggest ever drive to encourage juniors to try tennis – our new Tennis for Kids initiative. Our aim: to deliver free introductory courses and free rackets to 10,000 boys and girls across the country. One year on and we are very proud that we far exceeded this. 13,290 5 – 8 year olds booked onto 1,420 free tennis courses in 746 venues.

A team effort

The Davis Cup win was celebrated across the British tennis landscape and the team effort that went into making Tennis for Kids happen has set the tone for how we deliver high impact initiatives in the future. The delivery team included:

- Almost 900 inspirational coaches who invested their own time to deliver the courses
- 49 Counties who supported the programme
- The Tennis for Kids sponsor, Highland Spring
- The 746 clubs, parks and venues that provided courts and follow-up programmes to keep the kids engaged with tennis
- The inspirational coaching mentors who shared their expertise to train and inspire our army of coaches. Mentors included Davis Cup Captain Leon Smith, former British No. 1 players Annabel Croft, Anne Keothavong and Greg Rusedski, as well as Dan Bloxham, Phil Leighton, Mark Magrath, Ben Saunders and Isla Smith.

Coaches

At the very heart of the success of Tennis for Kids were coaches. Delivering free six-week tennis courses to 10,000 kids was an ambitious target. Yet from the outset, an army of hundreds of passionate and inspiring coaches rose to the

challenge, showing just how much they believed in the importance of this legacy. They found time to attend training courses led by our inspirational mentors and then went out and delivered a staggering 1,420 courses to kids who had never played tennis before, almost 50 per cent more than the target. Their passion, enthusiasm and dedication were key to making Tennis for Kids the success that it was. They have become the 'pied pipers' of tennis; true ambassadors for the programme and for tennis more widely.

A lasting legacy

Tennis for Kids was designed to build a lasting legacy from the historic moment when Great Britain won the Davis Cup in 2015. That's why we set ourselves the challenge not just to give free tennis lessons away, but to persuade 10 per cent of those taking part to carry on playing tennis when the lessons came to an end.

The result was astounding with 43% joining a club or signing up for follow up courses. That means thousands of kids introduced to fun tennis are still involved in our game because they were inspired to come back for more!

"BRINGING THE DAVIS CUP TROPHY HOME LAST YEAR WAS A MASSIVE ACHIEVEMENT FOR GREAT BRITAIN – I WANT TO BE ABLE TO USE THIS HISTORIC MOMENT TO INSPIRE OUR COACHES AND SUPPORT THEM AS WE CONTINUE TO GROW THE LOVE FOR OUR GAME ACROSS MANY GENERATIONS IN GREAT BRITAIN."

LEON SMITH
DAVIS CUP CAPTAIN



2016 Achievements

FREE TENNIS FOR KIDS COURSES AVAILABLE AT

746

Venues



FREE RACKET

GIVEN TO ALL PARTICIPANTS



874

COACHES TRAINED
AND INSPIRED TO DELIVER TENNIS
FOR KIDS COURSES

1,420

COURSES DELIVERED
VS 1,000
TARGET

Programme delivered
equivalent value of
£585,000
of media coverage

29,310,712

POTENTIAL SOCIAL MEDIA REACH
WITH #TennisforKids

98%

PARENTS HAPPY
WITH THEIR CHILD'S
EXPERIENCE

379



PIECES OF
COVERAGE

15

NATIONWIDE
TRAINING
COURSES



43%

CONVERSION
RATE FOR JOINING A
CLUB OR PROGRAMME

 IMPRESSIONS
461,921
 POST REACH
288,667
VIDEO VIEWS
81,839

TENNIS FOR KID
SUPPORTED LOCALLY BY

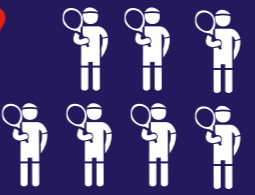
5

 REGIONAL
TEAMS

49

 COUNTIES
AND TENNIS SCOTLAND
AND TENNIS WALES

7



INSPIRATIONAL
MENTORS

PR CAMPAIGN
POTENTIAL REACHED
82.2%
OF ALL BRITISH ADULTS

99%

COACHES SATISFIED
WITH SUPPORT
FROM THE LTA

13,290

KIDS SIGNED UP
VS 10,000
TARGET



19.8M

IMPRESSIONS ACROSS
BRITMUMS SOCIAL
NETWORK

in partnership with



“

THE TENNIS FOR KIDS INITIATIVE IS VERY EXCITING AS IT OFFERS CHILDREN WHO ARE COMPLETELY NEW TO THE SPORT AN EASY WAY TO START GETTING INVOLVED.

”

ANNABEL CROFT
FORMER BRITISH NO. 1



DAVIS CUP TROPHY TOUR

At the end of 2015, Great Britain won the Davis Cup by BNP Paribas. Our ambition was to ensure that fans in every corner of the country, and everyone involved in British tennis, had the chance to share in the excitement of this historic win. So, in April we took the Davis Cup trophy on tour.

Thanks to tireless and imaginative work from our colleagues in counties and regions across the country, the Trophy Tour exceeded all expectations. Over a period of just eight months the trophy travelled 21,500 miles, went on show at 140 events at 98 venues and was seen by almost 100,000 fans. Clubs, parks, schools, leisure centres, town halls and shopping centres all played host to the trophy.

Role models

In every point of every Davis Cup tie, the 2015 Davis Cup winning team showed the heart and the passion they have for representing their country. In 2016, the team also showed their commitment to using their success to inspire others to try tennis. They took time out of their busy schedules to attend Trophy Tour events, pose for hundreds of 'selfies' with fans and even take part in coaching sessions with enthusiastic kids.

The tour began and ended in Glasgow, with Davis Cup Captain, Leon Smith attending both events. Andy Murray attended an event packed with children and media at The University of Stirling, home of the 'Stirling University Barmy Army'. As far as we are concerned, the Barmy Army along with the many other loyal Davis Cup supporters provide the best Davis Cup cheering in the world, loyally cheering the team on to victory at every tie.

Dan Evans returned to his former club, the West Warwickshire Tennis Club in Olton, along with Leon Smith and Jamie Murray to launch the Trophy Tour. Kyle Edmund revisited his home town of Hull to share his experiences of winning the Davis Cup with fans. And Jamie Murray returned to his old primary school in Dunblane with the Trophy, and received a hero's welcome and an impressive home-made replica of the Trophy from the pupils there.



DAVIS CUP TROPHY TOUR 2016



140 EVENTS

NATIONWIDE

VISITING



98

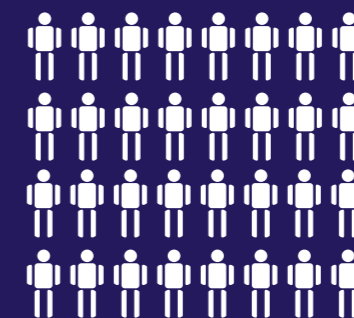
VENUES



30 DAYS OF
BRITISH TENNIS
TOURNAMENTS

98,000

TROPHY TOUR VISITORS



7 REGIONAL EVENTS



21,500 MILES



TRAVELLED



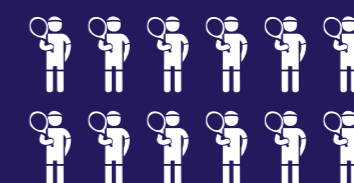
222,446
VIDEO VIEWS

103,235
ENGAGEMENT / ENGAGED USERS

2,937,726
IMPRESSIONS / REACH

12 SPECIAL
APPEARANCES

BY AEGON GB DAVIS
CUP TEAM MEMBERS



194

TROPHY TOUR

AMBASSADORS



“

“BEING A PART OF SOMETHING THAT WILL HOPEFULLY ENCOURAGE OTHERS TO GET INVOLVED AND CHOOSE TENNIS AS PART OF THEIR EVERYDAY LIVES IS AN AMAZING FEELING AND IT'S IMPORTANT TO ENSURE A LASTING LEGACY FOLLOWS THE TEAM'S HISTORIC ACHIEVEMENTS.”

”

ANDY MURRAY



2

SECTION TWO

THE BRITS ARE COMING

THE BRITS ARE COMING

2016 was a truly outstanding year for British tennis on the world stage. The formidable performances of our players – and the reputation that now precedes them - was summarised neatly by a news article on the US Open website which ran with the heading, ‘The British are coming’.

During a year of exceptional achievements, records were broken and new ones set. Andy Murray became the first British player in ATP World Tour rankings history to reach the singles number one spot, the first ever player to win two Olympic singles titles (defeating Del Potro in a stunning display of tennis from both players), the first British player to reach the French Open final in 79 years and the first player to win the Aegon Championships at The Queen’s Club five times. Andy was also voted by the public as Sports Personality of the Year for an unprecedented third time, revealing the admiration that the nation has for the world number one.

Jamie Murray became Britain’s first ever doubles world number one and the first British man since 1912 to win multiple Grand Slam men’s doubles titles in the same year, winning both the Australian Open and the US Open. This ‘Murray magic’ meant that Andy Murray and Jamie Murray became the first brothers to top tennis world rankings at the same time.

Johanna Konta became the first British player in 33 years to break into the WTA’s top ten. At the China Open we witnessed the first all-British Grand Slam quarter-final in the open era between Andy Murray and Kyle Edmund and 2016 was the first time in 79 years that multiple British players have won a title at Wimbledon.

Wimbledon 2016 was a very special year for British players and fans alike with no less than five British champions. Andy Murray became Singles champion, Heather Watson was crowned Mixed Doubles champion, Gordon Reid became the very first Men’s Singles Wheelchair champion as well as becoming the Men’s Doubles wheelchair champion with his partner Alfie Hewitt and Jordanne Whiley was crowned Ladies Doubles Wheelchair champion.

The Rio 2016 Olympics added even more drama to an unforgettable year. Tennis was thrust into the spotlight from the very beginning of the Games, when Andy Murray was given the honour of being the Team GB Flag bearer at the Rio Olympics Opening Ceremony. Andy duly repaid the honour by winning Olympic gold after a final against Del Potro that showed the world the skill, athleticism, fitness and sheer determination that tennis player’s need to succeed. Johanna Konta also stamped her authority on the world stage with another hard-fought, gruelling victory over Kuznetsova to earn a place in the quarter-final.

The Rio Paralympics were just as exhilarating. The team exceeded their medal hopes, winning six medals in their most successful Paralympic Games ever. Gordon Reid and Alfie Hewitt brought home gold and silver in the Men’s Wheelchair Singles respectively, as well as silver in the Men’s Wheelchair doubles. Andy Lapthorne brought home silver in the Quad Singles, Lucy Shuker and Jordanne Whiley won bronze in the Ladies Wheelchair Doubles and Jamie Burdekin and Andy Lapthorne secured bronze medals in the Quad Doubles.

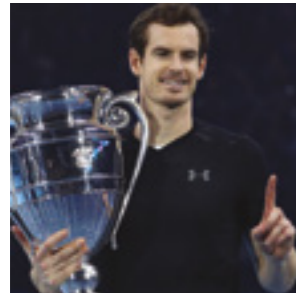
Finally, Great Britain’s Davis Cup team had another fantastic year, reaching the semi-finals before eventually losing out to Argentina, a match which included an inspired performance by Del Potro against Andy Murray in a re-run of the exhausting Olympic final. Although the Fed Cup team didn’t manage to make it out of the Europe/Africa Zone Group I, the team have an exciting future ahead with new captain Anne Keothavong at the helm and players such as Johanna Konta, Heather Watson, Laura Robson and Jocelyn Rae to choose from for future ties.





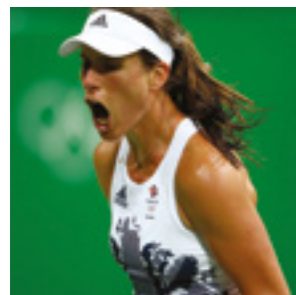
AN OUTSTANDING YEAR

2016 was a stand-out year for British tennis players. In singles alone, six British players ended the the year inside the top 100. Here is a snapshot of achievements of some of the players who contributed to this success in singles, doubles and as part of the Great Britain Davis Cup and Fed Cup teams.



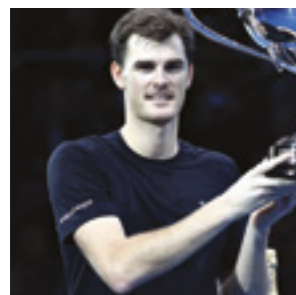
ANDY MURRAY

- Year-end world ranking: No.1
- Winner of 8 ATP singles titles
- Wimbledon champion
- Australian Open and French Open finalist
- Olympic gold medallist
- Record 5th Aegon Championships title at The Queen's Club
- Awarded a knighthood for services to tennis and charity
- Team GB Flagbearer in Rio
- BBC Sports Personality of the Year
- Star guest at University of Stirling Davis Cup trophy tour event
- Part of the 2016 Davis Cup team



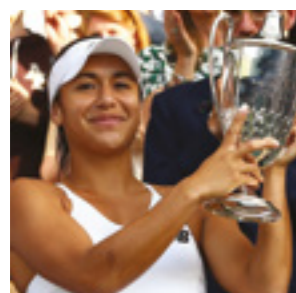
JOHANNA KONTA

- Year-end world ranking: No.10
- Australian Open semi-finalist
- China Open finalist
- WTA's Most Improved Player of 2016
- Secured first WTA title, Stanford Classic
- Represented Team GB at the Rio Olympics



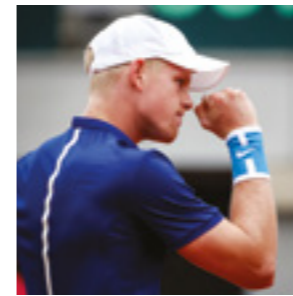
JAMIE MURRAY

- Year-end doubles team ranking: No.1
- Australian Open and US Open doubles champion
- Represented Team GB at the Rio Olympics
- Part of the 2016 Davis Cup team
- Star guest at Dunblane & West Warwickshire Tennis Club Davis Cup trophy tour events
- Awarded an OBE for services to tennis and charity



HEATHER WATSON

- Year-end world ranking: No.76
- Wimbledon mixed doubles champion
- Monterrey WTA champion
- Hong Kong Open doubles finalist
- Part of the 2016 Fed Cup team
- Represented Team GB at the Rio Olympics



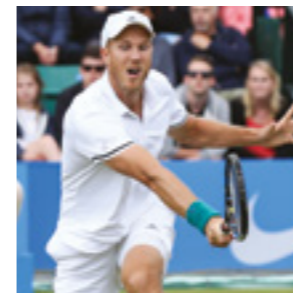
KYLE EDMUND

- Year-end world ranking: No.45
- US Open quarter-finalist
- Quarter-finalist at The Aegon Championships at The Queen's Club and the China Open
- Rome Challenger champion
- Star guest at Hull Davis Cup trophy tour event
- Part of the 2016 Davis Cup team



NAOMI BROADY

- Year-end world ranking: No.91
- Defeated Ana Ivanovic at ASB Classic in Auckland
- Midland \$100k champion
- Hong Kong Open doubles finalist



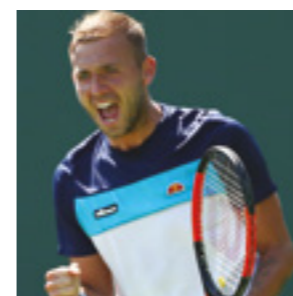
DOM INGLOT

- St. Petersburg Open doubles champion
- Aegon Open Nottingham doubles champion
- Rosmalen Grass Court Championship doubles finalist
- Part of the 2016 Davis Cup team



JOCELYN RAE AND ANNA SMITH

- Year-end world ranking (doubles): Smith 73, Rae 82
- Japan Open champions
- \$50k Croissy-Beauborg doubles champions
- Guiyang \$25k and Bratislava \$25k doubles champions
- Part of the 2016 Fed Cup squad



DAN EVANS

- Year-end world ranking: No.66
- Stunning performance against Stan Warwinka in US Open third round
- Drummondville Challenger, Taipei Challenger and Aptos \$100k champion
- Dallas Challenger and Busan Challenger finalist
- Part of the 2016 Davis Cup team
- Star guest at West Warwickshire Tennis Club Davis Cup trophy tour event

3

SECTION THREE BRITISH TENNIS STRATEGIC PLAN

2016 – 2019

OUR MISSION

TO GET MORE
PEOPLE PLAYING
TENNIS MORE
OFTEN

OUR PURPOSE

TO ENRICH
LIVES THROUGH
TENNIS

THE BRITISH TENNIS STRATEGIC PLAN

2016-2019

Great Britain is a tennis nation. But over recent years the number of people playing the sport has been falling. While many factors have contributed to this downward trend, there is just one conclusion: today, the foundations of the sport are not strong enough to support the future of the game we love.

Action is needed to grow tennis in Britain, and that must happen at the grassroots. That's why over the last two years we have created and started to implement the British Tennis Strategic Plan, taking significant steps to build the sport from the ground up, local community by local community. While we can't expect to see progress overnight, we are working hard to turn our sport around and we're starting to see some green shoots. In 2016 we have

seen the reversing of an 8 per cent annual decline and saw positive growth in the number of people playing tennis monthly vs 2015. To see positive growth of nearly 1 per cent in our sport is a significant moment on our journey to turn the sport around at the grassroots. But it's just a start.

By following the four-year strategic plan, we are confident that we can continue to make a significant impact on the long-term health of our sport. Our ultimate mission is simple: we want to get more people playing tennis, more often.

Over the following pages, we set out some of the key highlights of 2016 in each area of the British Tennis Strategic Plan.



OUR VALUES

Our Values – Teamwork, Integrity, Passion and Excellence – sit at the heart of everything we do and are as important to us as our strategy. They guide how we deliver the British Tennis Strategic Plan and set the tone for the way we do business internally with colleagues and externally with the many thousands of partners we work with on a daily basis.

We work relentlessly to lead by example, ensuring that our Values are not just words we talk about, but behaviours that we all understand, recognise and 'live and breathe' every day. This year we were delighted to have this work recognised when we were shortlisted for a prestigious industry award, in the 'Employee Engagement' category of the Personnel Today awards.



BRITISH TENNIS PARTNERS

We are proud to work in close partnership with a wide range of organisations that share our mission to get more people playing tennis, more often. They include:

- The Tennis Foundation to deliver tennis in schools and to make tennis an inclusive sport for everyone, regardless of background or disability
- Local Authorities and partners such as Tennis For Free and Local Tennis Leagues, to improve parks tennis
- Tennis clubs and venues, to ensure the backbone of British tennis thrives
- Partners such as the All England Lawn Tennis Club, Sport England, David Lloyd, Virgin Active and Greenwich Leisure Ltd (GLL), commercial partners and sponsors to share expertise and insight, reach new audiences and deliver lasting change in communities across the country.

4

SECTION FOUR FOCUS AREAS

The British Tennis Strategic Plan has three focus areas:

- Building partnerships in the community
- Delivering great service to clubs
- Growing participation among children and young people

Our aim is to make sure that clubs, parks and schools offer the right facilities, access and support so that anyone, of any ability, can play tennis in a place that suits them.

FOCUS AREA 1

Building partnerships in the community

Every year over 5 million people play tennis at least once, many inspired by the peak summer season during and after Wimbledon. Around a third of these people will play on a park court. In 2016 we continued to develop partnerships and facilities that will make it easier for people to play tennis in parks so that we attract new players to the game, and encourage those that play once a year to play more often.

Central to this is developing partnerships with Local Authorities who own the majority of park courts. This year we increased the number of partnerships from 34 to 52, committing to working together to share knowledge and expertise to improve park court facilities and to improve access to them. Through these partnerships, we build sustainable operating models that provide a win: win for Local Authorities and players alike: Local Authorities find a way to deliver tennis in a sustainable way to their community and players get good value and easy access to great facilities.

The results of these partnerships are encouraging. In 2016 we saw a 36 per cent increase in the number of people using these park courts. In addition, our programme to work with smaller organisations willing to deliver tennis programmes on more isolated park courts led to 2,607 new players, more than double our target. We saw further successes in reviving parks tennis thanks to Tennis For Free, a national charity that we partner with to provide free tennis sessions in parks with the aim of attracting new players and developing park tennis in communities. In 2016 there was a 67 per cent increase in attendance, with over 13,000 players getting involved.

SMART TECHNOLOGY

2016 saw a step-change in the use of digital technology to make it easier for people to book onto tennis courts, sign up to courses and to access courts.

Our pioneering 'Clubspark' software, developed in partnership with Sportlabs, is available for free to all registered tennis venues, Local Authority partners and LTA Accredited+ coaches. It allows players to book a court, unlock the court and even turn on the lights, all from a smart phone or computer, making tennis more accessible than ever before.

This convenience is critical. Our research has shown that the introduction of an online booking system for park courts has influenced almost half of park players to play more tennis as a result.

Clubspark also allows venues to manage their courts more effectively. They can promote new offers to players, analyse data to gain insights about busy and quiet times for courts and understand who is using their courts.

In 2016 we made great strides in embedding Clubspark across the country. It is now used by almost 1500 venues, over 500 coaches and 43 Local Authorities. We believe that this technology will put parks at the heart of returning tennis to growth. As we move into 2017 we will continue to improve the software and encourage tennis providers to make use of it.

Case study: A new look for community tennis.

In 2016 Waltham Forest Local Authority in London transformed the way members of its community can play tennis at three venues in the borough.

This is the result of a close partnership between Waltham Forest and the LTA to develop a model which will encourage the community to get active by playing tennis which is low cost and which brings in an income to ensure the facilities are maintained to a high standard.

Previously tired tennis courts at one venue have been brought back to life thanks to joint investment from Waltham Forest, Sport England and the LTA. Floodlights have been installed, courts refurbished, pin code access systems added to all gate and a café installed.

LTA Clubspark technology has been installed to cover all three sites, allowing players to book courts at any site online and to access courts and switch on floodlights using a pin code.

The new-look facilities and a new membership scheme were launched in May, with membership costing just £30 a year for individuals and £45 for families, giving them unlimited access to two venues, and reduced rates at the third. A pay and play option is also available.

Just a few months after launch, the results are promising. 440 players have become members, bringing in an annual maintenance income of over £10,000 and 4,833 court hours have been booked online.

FOCUS AREA 2

Delivering great service to clubs

Tennis clubs remain the heartland of tennis and membership is increasing. Over one million people play tennis at least once a year in a tennis club or a leisure club such as Virgin Active or David Lloyd and most of these people play regularly. That's why in 2016 we continued to improve how we support clubs to get more people playing tennis more often.

Our popular Great British Tennis Weekends continued to attract new players to the game, particularly families. 58,000 people attended 1,600 events at over 1,000 venues. Importantly, 37% signed up to club membership or a coaching programme afterwards and 62% said that they continued to play in the 6 weeks afterwards.

Attracting new members is vital, but retaining and exciting existing members is just as important. Over the course of the year the Quorn Family Cup and Benenden Festival formats continued to perform well, allowing clubs to offer members fun, social, family competition as an alternative to more formal competition.

We also continued to improve our practical support to clubs. This included committing around £5.3 million to a total of 81 clubs to improve their courts and facilities. Recognising that we need to do more to get 14-25 year olds into the game, we also launched the Play Tennis Fund which makes small grants to clubs who have great ideas to attract this age group to play tennis. We made grants to support 82 projects, totalling £190,000, which has already grown the number of players in this age group by over 7,000.

We understand that many clubs face financial pressures. In addition to making grants and loans to clubs, we therefore ran two pilot projects with around 75 clubs to provide expert advice on how to identify and access grant funding and how to cut costs through, for example, teaming up with other clubs to take advantage of bulk buying opportunities.



Case study: Great British Tennis Weekend helps increase members

In 2016 the Great British Tennis Weekend held by the Pavilion and Avenue Tennis Club in Hove led to a surge in new members. The event generated 63 new members, almost ten times the number of new members joining after any other open day. The success was testament to the teamwork employed by everyone at the club. Coaches, committee members and volunteers worked hand in hand to ensure the event was a huge success. To raise awareness of the day, leaflets were posted in the local community and the local radio station helped generate excitement. Local schools who teach tennis were also contacted.

"WE BRAINSTORMED IDEAS OF WHAT WE COULD DO ON THE DAY TO TRY AND INSPIRE AND ATTRACT EVERY POSSIBLE AGE GROUP."

SUSANNA FRENCH
CLUB SECRETARY

On the day, everyone was well briefed on their roles and the format of the day so that they could ensure attendees had the best possible experience. LTA-provided Great British Tennis Weekend t-shirts helped make it clear to attendees who they should go to for help and information. The club also used the LTA's Clubspark software to encourage people to sign up in advance. This meant that attendees could be quickly signed in via an app on the day. Over 100 people attended the day and enjoyed free Cardio Tennis sessions, free physio advice and even free pilates sessions. Kids got involved in Mini Tennis sessions, fun games such as 'beanbag in the bucket' and table tennis. And the true social element of tennis was showcased around the BBQ which was served to all.

With 63 new members signing up, the club is looking forward to running another successful event in 2017.



FOCUS AREA 3

Growing participation among children and young people

Children and young people are critical to the future health of our sport. Tennis is a sport for life and if we can instil a love of the game at an early age, there's a good chance we can build sustainable growth in the sport.

We work in close partnership with The Tennis Foundation, which provides opportunities to encourage people to maximise their potential through tennis and to help more young people play tennis in schools, colleges and universities.

In 2016 we continued to deliver on the new Tennis in Education Strategy, supporting 1,144 new primary, secondary and special schools to deliver tennis to over 200,000 additional pupils. Alongside this, our core education programmes support 83 colleges and 70 universities, so that tennis is available throughout a young person's education.

During the year we also strengthened tennis delivery in secondary schools. Key to this was the launch of an innovative 'School of Tennis' pilot. The programme, a finalist at the prestigious Education Resources Awards, was designed to radically change the way tennis is delivered in secondary schools to make it more relevant and engaging for teenagers. This involved embedding tennis within the school to help meet wider teaching and learning objectives, looking at student employability and life skills and community links. The pilot took place in 21 secondary schools and proved highly successful, resulting in more than

9,000 young people playing tennis. We plan to roll the programme out more widely in 2017.

Our Davis Cup Trophy Tour brought the excitement of tennis directly into hundreds of schools, as the Trophy visited 130 different locations including two very special events in Scotland. Hundreds of pupils at Dunblane Primary School and Dunblane High School were treated to a special visit from former pupil, Jamie Murray, whilst students at the University of Stirling, and pupils neighbouring schools were thrilled when Andy Murray – and the Trophy – visited the University to inspire young people to play tennis.

In 2016, work also started on developing a Youth strategy, designed to address the double digit decline in the number of teenagers playing the game. This strategy will be finalised in 2017 and will bring together our work in education with broader insights into how teenagers are influenced and engaged outside of education. This will allow us to start engaging with this age group in a more strategic and insight-led way than ever before.



5

SECTION FIVE

DRIVERS

The British Tennis Strategic Plan prioritises activity in six areas – or Drivers – that we believe can make a fundamental difference to getting more people playing tennis more often in clubs, parks and schools.



1. Enable best in class coaching

Coaches can inspire new players, motivate existing players and can be the difference between someone choosing tennis, or walking away from it. In 2016 we transformed how we work with and support coaches through two significant activities: the Tennis for Kids Davis Cup legacy programme and the launch of the new Coach Accreditation.

The passion coaches have for inspiring the next generation through best in class coaching was evident from the moment we launched Tennis for Kids. 874 coaches, who volunteered to get involved, were selected to receive training from inspirational coach mentors such as Davis Cup captain Leon Smith, Annabel Croft and Greg Rusedski so that they could deliver free coaching courses to 5-8 year olds who have never played tennis before. Within a matter of months, they had attended training, set up online booking pages, marketed the programme and run 1,420 courses for over 13,000 kids. 98 per cent of parents were very positive about the experience because of the coaches' enthusiastic, fun and welcoming approach.

The exceptional engagement and the momentum from this programme has set a new standard for how we work in partnership with coaches and set the bar high for 2017. 95 per cent of coaches told us they wanted to run Tennis for Kids again in 2017, so that's exactly what we are doing and this time we are aiming to reach 20,000 new 5-8 year olds who have never played tennis before.

In 2016 we also radically improved the support we give to tennis coaches who are accredited with the LTA. Any tennis coach who chooses to be part of LTA Coach Accreditation will now be known as an LTA Accredited Coach, or an LTA Accredited+ Coach, depending on the level of training they have achieved and their level of commitment to professional development. The old terms of 'registered' and 'licensed' are no longer in use.

But this is more than just a name change. Accredited coaches can now access world class professional development opportunities such as the National Coach Conference in addition to more flexible and affordable professional development options through new mobile responsive e-learning courses. Up to 50% of professional development can be done online each year, which allows coaches to stay up to date without having to take valuable time away from their on-court day job. We've also improved the benefits coaches receive, which are carefully selected to help them run strong and professional businesses.

These changes mean that the LTA Accredited and Accredited+ Coach titles now more strongly communicate a 'stamp of approval' that a coach is committed to continuous professional development, meets the highest industry standards and has the backing of the LTA to achieve this.

The launch of Coach Accreditation in September 2016 has seen the number of currently Accredited Coaches reach an all-time high of 4,510. The focus for 2017 and beyond will be to ensure that a higher percentage of active coaches across the UK tap into the support available through Coach Accreditation. Upcoming and newly qualified coaches at Level 2 are a focal point to ensure they can access the full range of LTA support maximise their career potential.

As we continue our mission to enable best in class coaching, we are very proud to have maintained the 'Gold level' recognition from the ITF (International Tennis Federation) – the highest recognition awarded by the ITF – for our coach education, and to have our Coach Accreditation officially endorsed by SportsCoachUK.

2. Provide appropriate and motivating competition

Many players enjoy a bit of competition to test their skills and develop their game. Throughout the year we continued to deliver a wide range of competitions to appeal to all abilities. This included the County Tour (23,000 players), Aegon Team Tennis (26,000 players) and County Championships (6,000 players) and supporting almost 10,000 LTA approved tournaments.

In addition to these structured competitions, in 2015 we laid the groundwork to offer more opportunities for players to get involved in fun, informal, local competition. In 2016 we made significant strides in growing the number of these competitions across the country.

We rapidly grew the number of Local Park Leagues which allow adults to get involved in local, friendly, singles competition, usually on park courts. There are now 158 leagues with almost 8,000 players and we aim to continue to grow this format next year. This rapid growth has largely been thanks to the commitment of Local Authorities working in partnership with us to maximise the use of their tennis courts.

Ensuring that juniors have the opportunity to experience fun competition is a key part of our drive to build sustainable participation. After a successful pilot in 2015, we rolled-out the popular Benenden Tennis Festivals which Jamie Murray has helped to raise awareness of. These are half day, family-friendly, fun competitions which are themed to reflect calendar moments such as Grand Slams. This year the Festival themes were the Davis Cup, the grass-court season, the US Open and Halloween. All participating clubs and venues were supplied with free Festival packs which include a range of promotional materials and competition prizes to help them theme their events and generate excitement on the day. The Festivals continue to grow in popularity and this year 873 venues ran 1,809 Festivals with approximately 17,500 players taking part.

Launched last year, the Quorn Family Cup also continued to increase in popularity. 6,500 players took part in these fun, informal family doubles competitions where pairings are made up of a child and an adult from the same family. It encourages families to play tennis together and eat healthy food to complement an active lifestyle.

In 2015 we ran a pilot for Team Challenge. The format allows junior teams, made up of players who are new or inexperienced to competition, to compete against other teams of friends within local clubs and venues. This proved highly successful and in the autumn of 2016 we opened up this format on a national scale. Within just a few months we had 150 organisers signed up to run these events. Team Challenge engages a critical audience of 11-14 year olds who respond to the highly social team based nature of this competition. Therefore, as we move into 2017 we aim to significantly scale up the Team Challenge, reaching 10,000 participants in over 475 events.

“IT’S EVENTS LIKE THESE THAT GET CHILDREN TO WANT TO PLAY, BECAUSE IF YOU PLAY IN A TEAM IT’S SO MUCH BETTER.”

RORY
TEAM CHALLENGE PLAYER



3. Focus on Results oriented investment

In 2016 we were very pleased to see that, following a big push in 2015 to explain how our funding can be accessed, demand for LTA loans and grants increased. This demonstrates the appetite the appetite that Local Authorities, clubs and communities have for working together to improve tennis facilities to grow the game.

Over £28 million was committed by the LTA and our partners including Sport England, Local Authorities, leisure facility providers and clubs to develop tennis facilities across the country which delivered new or refurbished facilities at 81 sites. We were also delighted to announce an historic £15million tennis investment agreement with sportscotland to transform tennis in Scotland by doubling the number of covered courts over the next 5-10 years, in partnership with Tennis Scotland (see below). In addition, we announced a ground-breaking three year £44 million redevelopment of Devonshire Park in Eastbourne, funded by Eastbourne Borough Council in partnership with the LTA. We also announced the expansion of Centre Court at The Aegon Championships at the Queen's Club by 30 per cent, adding an extra 2,300 seats, jointly funded by the LTA and the Queen's Club.

In 2017 this commitment to improving the tennis infrastructure in Britain will continue as we launch a major new community fund designed to support investment in local facilities.

Ground-breaking investment in Scotland

2016 was an historic year for British tennis and an unforgettable year for Scottish players in particular. Jamie Murray became the first British man to rank at No.1 on the ATP computer and the first in more than 100 years to win two major titles in the same year. Andy Murray retained his Olympic Gold medal, won his second Wimbledon singles title and ended the year ranked No.1 in the world, and Gordon Reid won the Wimbledon and Australian Open men's wheelchair singles titles.

We wanted to ensure that we seized the moment and capitalised on these outstanding achievements. In December, we announced a ground-breaking £15 million tennis investment agreement with sportscotland to create a lasting legacy with a purpose built plan for Scotland.

The joint-funding agreement will start in 2017 and the ambition, in partnership with Tennis Scotland, is to transform tennis in Scotland by doubling the number of covered courts from 112 to 225 over the next 5-10 years with the end objective of significantly increasing participation.

“WE MUST
CREATE
A LASTING
LEGACY
WITH A
PURPOSE
BUILT PLAN
FOR
SCOTLAND.”

MICHAEL DOWNEY
LTA CEO

VENUES FUNDED IN 2016



Projects — 81

Cost — £28m

LTA Funding — £5.3m

Partnership funding — £23m

| Project type | No. |
|---------------------------|------|
| New courts | 46 |
| Refurbished courts | 208 |
| Floodlights | 112* |
| Indoor refurbished courts | 20 |
| Refurbished clubhouses | 11 |

*Number of courts with floodlights added



4. Target programmes and marketing to our priority player groups

In 2016 we continued to make tennis more visible to those who might not normally think about tennis, and to encourage occasional players to get on court more often. In May we launched a test advertising campaign called 'Go Hit It', with the aim of inspiring those who play tennis in the summer, especially in community venues, to play tennis earlier in the year.

The campaign included TV, radio and poster adverts which were developed after robust market research with the target audience. The results were exciting. Of the people who saw the campaign, 31 per cent either played tennis or intended to play tennis as a direct result of their engagement with its motivating and inspiring message. Because of its success, the 'Go Hit It' campaign will run again in 2017, promoted through digital channels in carefully targeted areas of the country.

This year we were very proud that our research for the development of 'Go Hit It' and the measurement of its effectiveness was recognised at the highest level when we were awarded the prestigious Prosper Riley-Smith Qualitative Excellence award at the Annual Market Research Society awards, against competition such as Asda, Sky and Unilever.

We also used marketing to capitalise on the outstanding achievements of British players on the world stage. For example, less than 24 hours after Andy Murray claimed his second Wimbledon title we conducted media interviews promoting the Great British Tennis Weekends, and within 48 hours we had placed adverts in national newspapers celebrating Andy's outstanding achievement and highlighting our 'Go Hit It' campaign.

During the year many high profile people from the world of tennis have helped us to inspire specific target audiences, to pick up a racket. This includes; the Davis Cup team who found time to attend Davis Cup Trophy Tour events to inspire the next generation, Andrew Castle and Annabel Croft who starred in a viral video to promote 'Go Hit It' to men in their 20's and women in their 30's and Anne Keothavong who helped promote the Great British Tennis Weekend to families. We are grateful to everyone who has worked in partnership with us to promote the game and get more people playing tennis more often.

We also work in close partnership with our sponsors, partners and suppliers who play an increasingly valuable role in reaching new audiences and encouraging people to play, follow and talk about tennis. We are therefore very proud to work with Aegon, BNP Paribas, Highland Spring, Nike, Wipro, Anakena, Babolat, Benenden, Häagen-Dazs, La Manga Club, Moët & Chandon, Nature Valley, Peugeot, Pharmaton, Quorn, Rado, Ricoh and Rodda's.

5. 'Jump-start' the peak summer season

During the year we continued to stage world-class grass-court major events that attract the world's best players and inspire hundreds of thousands of tennis fans to engage with our sport and pick up a racket and play.

Over four weeks, along with our partner venues, we staged nine pre-Wimbledon professional grass court tournaments which attracted players such as Murray, Raonic, Dimitrov, Wawrinka, Kyrgios, Kerber, Pliskova, Cibulkova, Azarenka, Wozniacki, Keys and Konta who thrilled the crowds with their performances. Two performances in particular gave the home crowds a lot to cheer about. Andy Murray wrote himself into the history books by winning the Aegon Championships at The Queen's Club for a record fifth time. And fans cheered Johanna Konta on to reach her first WTA Tour semi-final on home soil at the Aegon International in Eastbourne.

Despite challenging weather conditions, customer satisfaction increased across all events. We saw record ticket sales at the Aegon Championships at the Queen's Club and at the Aegon International, Eastbourne. Ticket sales increased at the Aegon Open, Nottingham and across our three Challenger events in Manchester, Ilkley and Surbiton, where fans got to see the rising stars of the future. TV coverage of these events delivered a cumulative global audience of 28million.

2016 was an exceptional year for the Aegon Championships at the Queen's Club. Not only were fans thrilled to see Andy Murray make history against Milos Raonic in the final, but the tournament attracted the strongest player field in the history of the ATP 500 category (with 16 top 30 players) and was honoured to be voted by players as the ATP World Tour 500 Tournament of the Year for the second year running (the fourth consecutive year the tournament has won the ATP Tournament of the Year Award for its category), as well as receiving the ATP Best Media Services Award. Thanks to a continued partnership with the BBC, there was a record

3.7million TV audience for the final of the Aegon Championships, more than double the viewing figures in 2014, with a further 120,000 viewers watching live on Eurosport.

Over the year we also made exciting announcements about the future of our major events, designed to enhance the tennis season in the lead up to The Wimbledon Championships and secure an exciting future for international grass-court competition across the country.

The improvements see:

- An expansion of Centre Court at the Aegon Championships by 30 per cent, adding an extra 2,300 seats
- A new 10 year agreement with the Queen's Club to continue hosting the Aegon Championships
- A ground breaking £44 million redevelopment of Devonshire Park in Eastbourne, funded by Eastbourne Borough Council in partnership with the LTA, which will include a new show court, practice courts and player facilities
- Confirmation that Devonshire Park will stage the Aegon International for at least 10 years
- Men's and women's professional tennis together at both Nottingham and Eastbourne from 2017
- The doubling of prize money at the pre-Wimbledon ATP Challenger and ITF Women's Pro Circuit Events at Surbiton, Manchester and Ilkley from 2017
- A new ITF Women's Pro-Circuit event, the Aegon Southsea Trophy.

These significant changes will ensure that we give fans and players an exceptional experience and, importantly, help 'jump start the peak summer season' by raising awareness of tennis a month earlier than the traditional 'buzz' created by Wimbledon.

In 2016 Great Britain embarked on the challenge of retaining the Davis Cup trophy and reached the semi-finals before losing out in a thrilling tie against Argentina. We hosted and staged two sell-out home ties in Birmingham and in Glasgow. Both ties were sold out and over 45,000 fans got

the chance to cheer on Great Britain.

The year came to a close with the staging of The Barclays ATP World Tour Finals in London. The event yet again attracted huge crowds, with 250,000 people visiting the O2 Arena over the eight days of competition. Fans were treated to a memorable display of top-class action from Andy Murray, who won the title for the very first time, and with it, the year-end No. 1 spot in the Emirates ATP Rankings.



6. Create a culture of striving for excellence

Delivering world class performance results for Great Britain is an integral part of the strategic plan. The outstanding results of the Davis Cup Team in 2015 and 2016, and the performances of Great Britain's top players in major events over the year have raised the profile of tennis, had the nation on the edge of their seats and inspired many to copy their role models and think about, or try, playing tennis.

During the spring we conducted an extensive external consultation process to develop a series of performance guiding principles that will shape how we help deliver our long-term strategy to build on the successes of the current cohort of elite players in Great Britain. This consultation marked a step-change in our commitment to work with the many people who hold valuable expertise in this area, so that the foundations we lay for the future of performance tennis in Great Britain are based on the very best insight. The 11 principles are as follows:

- We invest in Performance because the inspiration of visible British success can drive the aspiration to participate and compete
- We see the performance landscape as two distinct, but interdependent domains: the domestic pathway from local to national prominence, and Pro Tour Tennis
- Our role in Pro Tennis is to facilitate and support the growth and success of players and coaches we believe have the greatest aptitude for success on the Tour
- The cornerstone of our approach to developing national performance standards is a network of regional training opportunities supporting aspiring players and coaches
- The role of the National Tennis Centre, Roehampton is as a World-Class service centre for Pro Pathway Players and their Coaches, and the source of expert support for the regional performance programmes
- LTA performance support resources are finite and access to them is a privilege, not a right
- Financial assistance to developing players and coaches will be in the form of grants aimed at

providing approximately 50 per cent of the essential costs of full commitment

- It can take 10 years for an emerging player or coach to achieve mastery, so we too must have the courage to play the long-game in our strategy
- We believe player development is enhanced by on-going education and will encourage those aspiring to play professionally to maintain some form of scholarly activity
- Optimising parent engagement and support will be critical to the success of our Performance Strategy
- We value Doubles, as both a developmental process and an opportunity for global success for British players.

Towards the end of the year Simon Timson, our new Performance Director, took office after leading GB to a record haul of medals in Rio from his position as Director of Performance at UK Sport. As we move into 2017 the Performance Team, led by Simon, will shape the guiding principles into robust strategies and operational plans with a commitment to consult stakeholders in early summer.

Alongside this, we continued to build on our National Junior Programme to provide outstanding opportunities and experiences as part of aspiring young players' development who are looking toward future careers in the professional game. This included the delivery of 27 national training camps at the National Tennis Centre, attended by almost 300 of the nation's very best juniors, overseas training camps, representative matches and international trips and tours, giving our top level juniors essential tour experience. The programme also includes support for parents and coaches to ensure we provide a holistic approach to developing our most promising juniors.

This development work led to strong performances on the international stage for Great Britain's juniors. At the end of the year Great Britain's 12&U Boys were ranked 3rd in Europe, our U16 girls were ranked 4th in Europe and qualified for the Junior

Federation Cup, the Boys 14&U finished 4th in Europe and 10th in World Finals and our U16 Boys finished the year ranked 5th in Europe. Whilst these results, across age groups, provide some optimism for the future, the pathway needs to successfully nurture and develop much greater numbers of high potential junior players if Great Britain is to build on and sustain its current success at the top of the world game.



6

SECTION SIX ENABLERS

In 2016 we continued to improve the foundations of British tennis so that we can grow the sport we love. This meant building on the work we achieved in 2015 to put the right finance and governance structures in place and to ensure that we have the very best staff and volunteers to turn our plans into action. Collectively, we refer to these vital components of our strategic plan as “Participation Enablers”.

Officials

Every year the LTA runs almost 10,000 tournaments and major events, and many recreational competitions are held in parks and clubs across the country. Without officials, it wouldn't be possible to stage them. They are a vital part of the British tennis family, ensuring tennis is played in the spirit of fair play.

2016 was an exciting year for us as we introduced a new Officiating strategy to guide how we grow, develop and support a team of officials to get more people playing tennis more often, whilst being a world leader at the top level of the game. The strategy is supported by the new Management Committee of the Association of British Tennis Officials (ABTO), and will include a focus on developing recreational competition organisers (to meet the increasing number of recreational competitions on offer to players), maintaining and developing a team of world class Umpires and developing and upskilling new and existing Referees.

We also held the first ever one day National Referee Conference at the National Tennis Centre. The event was such a success that as we move into 2017, we aim to significantly expand this event to bring together all on and off court officials over one weekend for an Officiating Conference. This will allow everyone to share to share best practice, learn from each other and deliver valuable training and development opportunities.

It was another strong year for British officials on the world stage. James Keothavong umpired the Ladies' Singles Final at Wimbledon and Alison Hughes umpired the Ladies' Singles Final at the US Open. In addition, five out of the eight appointments made for the Davis Cup final and the Fed Cup final went to British officials. This was a significant achievement and recognises the skill and talent of our Referees, Chair Umpires and Review Officials.

We were also delighted that three Chair Umpires from our National Development Group achieved the ITF White Badge status, which puts them on the road to becoming potential Grand Slam Chair Umpires in the future. To have three Chair Umpires achieve this in one year is unprecedented and a fantastic achievement.

A game for life

The Tennis for Kids programme has been very successful in attracting young people to play tennis. This is particularly important for the long-term health of our sport because tennis is a game for life: more than a third of all tennis players are over 35 years old. We therefore work closely with Seniors Tennis GB to encourage people over 35 years old to stay in the game, or to start playing it for the first time.

A highlight of 2016 was the success of the Seniors Tennis Participation Programme (STPP), which was launched in 2015. The programme awards small grants of up to £500 to schemes devoted to getting lapsed players over the age of 35 back into playing tennis or encouraging new players to take up the game. This year we saw an increase in its popularity and success; we received 105 applications to the fund and made 50 awards (up from 30 awards in 2015).

Many schemes we supported used the Tennis for Kids programme as an opportunity to market tennis to the parents and grandparents of the children attending these courses. Rusty rackets, Tennis Xpress, Gentle Tennis and Cardio Tennis were also popular themes. 836 people were inspired to take part in a scheme (an increase of 62 per cent vs 2015) and over a third of participants not already a club member joined a club afterwards.

In 2016, Seniors Tennis GB began a programme of activity to re-engage with County Senior Organisers across the country and as we move into 2017 the aim is to work together to use programmes such as the STPP to further grow participation amongst this age group.





At the top end of the game, 2016 was another impressive year for Great Britain on the world stage. As well as successes in the individual events, Great Britain's senior teams enjoyed results at the highest level. Both Great Britain's Men's 35 and Women's 40 teams took the bronze medal in the Young Seniors World Team Championships. In the ITF Seniors World Team Championships the Men's 60 team took the bronze medal. In the ITF Super Seniors' World team Championships, Great Britain returned with a gold medal (Women's 70s team), two silvers (Women's 80s team and Men's 75 team) and a bronze (Women's 75 team), with two teams just missing the medals by coming fourth.

Safe and Inclusive Tennis

Making our sport safe and inclusive is at the heart of our mission to get more people playing tennis, more often. Our Safe and Inclusive tennis team leads in the safeguarding of children and vulnerable adults and works hard to make our game as diverse and inclusive as possible. 2016 saw some major successes, as we:

- Supported more clubs. Welfare Officers reported that Safe and Inclusive tennis support is better than last year and our What's the Score safe and inclusive toolkit was downloaded nearly 2,000 times
- Trained more coaches in safeguarding than ever before and we are now training officials for the first time
- Listened to and supported families, recruiting and launching a Parent Advisory Group of parents from across the UK. Our work with parents was showcased by the NSPCC as part of their Parent in Sport Support week

- Received a Bronze award from ENEI (Employers Network of Equality and Inclusion) for our equality work and a Green rating from the NSPCC, recognising us as an organisation which demonstrates best practice in both diversity and safeguarding
- Promoted Fair Play in tennis, launching a new education video which reached over 27,000 people via social media
- Raised awareness of mental health, supporting World Mental Health Day with the creation of two short documentaries which show how mental health has affected our Mental Health Ambassadors Naomi Cavaday and Oli Jones. The videos were featured on BBC news online and the Sport and Recreation Alliance and received almost 200,000 views
- Saw our work showcased as examples of best practice: our work with our Fair Play campaign and our support for parents and in mental health have been highlighted by the NSPCC and the Sport and Recreation Alliance
- As part of UNICEF's International Safeguarding in Sport partnership, contributed to international best practice in safe and inclusive sport.

As we move into 2017 we will continue to build on this critically important area to ensure that it remains at the heart of everything we do.



Attracting and supporting volunteers

'Engaging and Mobilising the British Tennis Family' is a key enabler. Central to the British Tennis Family are the 25,000 passionate volunteers who give up their time to make it possible for those who want to play tennis to do so.

This year we were delighted to recognise many outstanding volunteers through the county, regional and national Aegon British Tennis Awards. Whilst there can only ever be a handful of winners, we would like to extend an enormous 'thank you' to every volunteer for their tireless and vital work, doing everything from decorating club houses to organising Local Tennis Leagues, to captaining teams to providing vital input as an LTA Councillor.

Attracting new volunteers to help deliver great tennis experiences is key to the future health of the game. In 2016 we launched an exciting pilot to attract new volunteers to become part of team 'Tennis in Notts' to support tennis in their local communities. A range of recruitment methods were used including advertising online, at universities, at local community groups and clubs and through social media. 108 volunteers were identified, with almost half aged 18-25 years old.

Over the course of the year the volunteers have helped out at the Aegon Open Nottingham and The Championships, Wimbledon, have blogged about tennis, helped out at open days and community family events, managed social media pages and some have even taken the reins to lead their own informal tennis sessions. The progress of the volunteers has been carefully monitored to understand how they became interested in volunteering, the time required to train them, their motivations to get involved and their likelihood to continue volunteering. This insight will help us understand how we can attract new volunteers on a larger scale.

Case study: Helen Jackson: Tennis in Nottingham Tennis Blogger and Facebook Volunteer

I feel like I've always been interested in tennis. I remember having a little sit and ride toy as a toddler that was shaped like a tennis racquet with wheels designed to look like tennis balls.

From there came swingball and when I was about five I started tennis lessons. Unfortunately a few years later I got ill with M.E. and was unable to play tennis anymore but I definitely didn't lose my enthusiasm for the sport, becoming an avid spectator and watching tennis year-round on TV.

When I saw online an opportunity available for a Tennis blogger it seemed perfect! I love writing and this was something that I could manage from home, even when my M.E. was keeping me indoors. It was great to find that there were opportunities to get involved in tennis that were suitable for all abilities – you don't even have to be able to run around yourself.

I was even lucky enough to receive a very special Skype call from Judy Murray at the BBC Sports Personality of the Year awards, as part of their annual #BigThankYou where athletes and celebrities phone volunteers and thank them for helping out!

Case study: Malachi Dennis: Tennis in Nottingham Volunteer

17 year old Malachi started playing tennis at Bells Lane Community Centre in 2015 at a community cardio tennis session. Fast forward 18 months and he has been shortlisted for the Sport Nottinghamshire Young Volunteer of the Year award for his volunteering in tennis.

He plays regular tennis at Vernon Park and volunteered at the 2016 Aegon Open Nottingham, The Championships, Wimbledon, the British Open Wheelchair Tennis Championships and many local events.

He has recently passed his Level 1 coaching qualification with the support for the LTA and now has aspirations to become a full time coach in the future.

Farewell to LTA President, Cathie Sabin, OBE

One volunteer that deserves a 'thank you' from the entire tennis family is Cathie Sabin, outgoing LTA President. Cathie has served as LTA President for the last three years and set out with a mission to 'Look after the Future' of British tennis.

Cathie has worked tirelessly to achieve this, championing volunteers from the outset and ploughing her energy, knowledge and enthusiasm into building a platform from which we can recognise, support and attract volunteers. She has travelled the length and breadth of the country to visit clubs and park tennis courts to learn about the challenges tennis faces, and brought that insight back to the LTA. She has also travelled across the world, representing British tennis at Major Events and been the first to cheer on our players as they battle it out on court.

Cathie's passion for tennis – from the grassroots to the highest levels – has been infectious and she has acted as a role model to many women and girls seeking a career in sport. Quite rightly, this dedication was recognised in the New Year honours as Cathie was awarded an OBE for services to tennis.

Cathie Sabin, thank you for all you have done (and will continue to do) for British tennis. Your passion, hard work and dedication has helped to build the sport of British tennis so that it is a better place for everybody to enjoy the game.

"CATHIE HAS 'ENGAGED WITH EVERYBODY FROM ROYALTY TO THE SMALLEST YOUNG PERSON WHO IS JUST STARTING OUT IN THE GAME, TREATING EVERYBODY IN EXACTLY THE SAME WAY AND SHOWING HOW WE CAN CHANGE LIVES THROUGH TENNIS."

MARTIN CORRIE

CATHIE'S SUCCESSOR AS LTA PRESIDENT



Revitalising British Tennis membership

In 2016 we completed a significant review of the British Tennis membership scheme to identify whether it is fit for purpose for fans and players at every level, consulting widely to assess how the existing scheme could be improved. As a result, at the end of the year the LTA Council and Board approved an exciting new-look British Tennis membership scheme which will be launched in 2017.

The new scheme will comprise two membership options. One will be available to all members of registered clubs to join for free which will allow them to access an LTA rating, access the Wimbledon Ballot and receive an opportunity to upgrade their membership at a reduced cost. The second will be open to everyone and will offer access to even more carefully selected benefits.

Through the new look British Tennis membership scheme, we aim to vastly improve how we engage with everyone who is passionate about British tennis, offering them great benefits and, through their membership, give them a chance to give back to the sport they love.

7

SECTION SEVEN

THE AEGON BRITISH TENNIS AWARDS

THE AEGON BRITISH TENNIS AWARDS

The Aegon British Tennis Awards are a celebration of the people and places that deliver tennis in Great Britain. The LTA, Tennis Foundation and Aegon launched the awards in September 2015 to say 'thank you' to the volunteers, coaches, clubs, communities and players that support our game and create opportunities for people to play, compete and perform.

In its inaugural year, the Awards attracted just under a staggering 1,400 nominations at county, regional and national level. Each nomination was a tribute to the time that so many people give to British tennis and the impact this has, making it possible to achieve our mission of more people playing tennis more often.

In July 2016 we were delighted to hold the first National Aegon British Tennis Awards at The All England Lawn Tennis Club during The Championships, Wimbledon, to celebrate our national winners.

We are grateful to everyone who made a nomination, every nominee and our sponsors, Aegon and Highland Spring for supporting these awards. We would also like to say a special thank you to Honorary LTA President, HRH The Duchess of Gloucester, Davis Cup by BNP Paribas Captain Leon Smith, Andrew Castle, Annabel Croft and LTA President Cathie Sabin* who were all in attendance to meet the guests and present awards to the winners.

“THE AEGON BRITISH TENNIS AWARDS ALLOW US TO FORMALLY ACKNOWLEDGE AND THANK THE EXCEPTIONAL, AND OFTEN UNSUNG, ACHIEVEMENTS OF THE THOUSANDS OF VOLUNTEERS, CLUBS, COMMUNITIES AND COACHES WHO GIVE SO MUCH TO OUR SPORT WITH UNRIVALLED PASSION AND ENERGY.”

CATHIE SABIN
LTA PRESIDENT*

*Cathie Sabin's three year tenure as LTA president ended in December 2016.



2015 AEGON BRITISH TENNIS AWARD WINNERS

| | |
|--------------------------------|---------------------------------------|
| Aegon Player of the Year | Andy Murray |
| Aegon Young Player of the Year | Katie Swan |
| Community Venue Award | Cannon Hill Park |
| Aegon Coach of the Year Award | Mark Love |
| Disability Programme Award | Glasgow Disability Tennis |
| Education Award | Edinburgh University Lawn Tennis Club |
| Highland Spring Club Award | Burnley Tennis Club |
| Young Volunteer of the Year | David Cheer |
| Volunteer of the Year | Patrick Hollweg |
| Outstanding Achievement Award | Olive Brown |

LOOKING AHEAD

We move into 2017 having made great strides in 2016. But there is much more to be done. Whilst we saw the green shoots of positive participation growth, there continues to be a decline in the number of women and girls playing tennis. In 2017 there will be a step change in the focus and priority that we give to inspiring more women and girls to play tennis more often. In order to achieve this, we'll be consulting widely with those who share this mission, and will be working in partnership with inspiring role models including Judy Murray and British tennis ambassador Johanna Konta.

We will continue building a lasting Davis Cup legacy. We'll run the highly successful Tennis for Kids programme again, but this time we'll double the size, opening it up to 20,000 more kids who have never played tennis before. We'll also continue to grow our fun, social competition formats for young people and teenagers, such as the Team Challenge, to make sure they can find a way to play tennis that fits with their lifestyles. We will also tackle head on the decline in the number of teenagers playing tennis by developing a robust new Youth strategy.

Technology will remain a vital component of our work, as we seek to make it far easier for people to use their computers, tablets and phones to book courts, get onto court and sign up to tennis sessions. We'll also continue to grow the number of partnerships with local authorities and park operators so that together we can open up tennis for everyone. We'll also vastly improve how we serve the passionate and knowledgeable British tennis fans by launching an exciting new British Tennis membership package. And we will continue our commitment to improving the tennis

infrastructure in Britain by launching a major new community fund to support investment in local facilities.

With Simon Timson at the helm of our Performance team, and players that are regularly breaking British records with their phenomenal achievements, 2017 also heralds an exciting time for British tennis on the world stage. As part of our work to create a culture of striving for excellence, we look forward to further successes in our national team performances in the Davis Cup and Fed Cup events.

Finally, we pay tribute to Her Majesty Queen Elizabeth II who has been Patron of the Lawn Tennis Association for many years and a dedicated supporter of tennis in Great Britain. We have been enormously proud of Her Majesty's association with our sport. As we enter 2017 with a renewed commitment to inspiring women and girls to play tennis, we are honoured and excited to welcome HRH The Duchess of Cambridge as our Patron and delighted that HRH The Duchess of Gloucester will continue to support British tennis in her role as Honorary President of the Lawn Tennis Association.

Beginning 2017 with positive monthly participation growth figures for the sport is a great base from which to launch our efforts to help tennis eventually turn the corner and achieve sustainable growth. One year of growth is not a trend, but it is a positive sign that must be built upon. In 2017 the stakes will go up and the bar will be raised as we embark on delivering on our mission to get more people playing more often and our vision of enriching lives through tennis.



WAYS TO PLAY



A 6-week group coaching course for adult beginners in which players learn how to serve, rally and score.



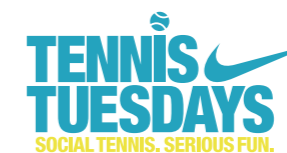
A mass participation campaign which takes place at club open days and other venues. It offers opportunities for families and those new to tennis to play for free.



A fun and sociable group fitness class with music and high tempo exercises. Open to players of all ages, abilities and fitness levels.



Played on smaller courts with smaller rackets and foam balls, this is the closest thing to 5 a-side for tennis. It can be played on any flat space and the specifically designed ball and unique rules creates a level playing field so different abilities can play together.



A recreational tennis programme designed to encourage women in their 20s and 30s to play tennis more frequently.



Fun, semi-competitive tennis leagues allowing adults to meet other players in their local area to play. Matches are organised by the players and played on any tennis courts they choose.



A national tennis charity that provides coach-led group tennis sessions in public parks throughout the UK with the aim of bringing new players into the sport and developing park tennis communities.



A free 6 week introductory tennis course for children 5-8 years old that have never played, or played just a few times, to inspire them to play tennis more.



Advantage training sessions are aimed at infrequent male players in their 20's & 30's to help them produce their best in match play against their mates! The sessions are pay as you go, bookable online, 90 minutes long and contain structured tactical themes which shape an intense but fun and social session.



A fun course designed to introduce 3 to 10 year olds to tennis. There are four stages (Tots, Red, Orange and Green) each with its own court size, racket size and type of ball to help them learn and play the game quickly.



An all-girl indoor programme designed by Judy Murray to encourage girls aged 5 – 8 to play tennis. Led by a female coach, the fun and sociable sessions make girls feel comfortable and involved. Sessions include dancing, games, and learning basic tennis shots and skills.



A fun, informal family doubles competition where pairings are made up of a child and an adult from the same family. It encourages families to play tennis together and eat healthy food to complement an active lifestyle.



Team Challenge is a local, fun, team competition aimed at mini and junior players in club & coaching programmes who are new or inexperienced to competition. The competition offers flexible event and scoring formats in addition to a number of fun prizes and giveaways to maximise the experience for the players on the day.

WHO'S WHO

Patron

HRH The Duchess of Cambridge*

Honorary President

HRH The Duchess of Gloucester

Board Members

| | |
|---------------------|--|
| David Gregson | Chairman of the Board |
| Martin Corrie | President |
| David Rawlinson | Deputy President |
| Richard Baker | Independent non-executive Director |
| Nicola Maskens | Chairman, Tennis Development Committee, non-executive Director |
| Clare Hollingsworth | Independent non-executive Director |
| Sandi Proctor | Council-elected non-executive Director |
| Craig Haworth | Council-elected non-executive Director |
| Michael Downey | Chief Executive Officer |
| Simon Steele | Finance Director |

Executive Team

| | |
|----------------|---|
| Michael Downey | Chief Executive Officer |
| Stephen Farrow | LTA Legal Director and Tournament Director, Aegon Championships |
| Alastair Marks | Participation Director |
| James Mercer | Commercial Director |
| Olly Scadgell | Director of Major Events & Competitions |
| Simon Steele | Finance Director |
| Simon Timson | Performance Director |
| Vicky Williams | People Director |

CONTACT US

Lawn Tennis Association

National Tennis Centre
100 Priory Lane
Roehampton
London
SW15 5JQ
020 8487 7000

info@lta.org.uk

REGIONAL OFFICES

North

Bolton

Bolton Arena
Arena Approach
Horwich
Bolton
BL6 6LB

01204 488 134

Leeds

David Lloyd Leeds
Tongue Lane
Moortown
Leeds
LS6 4QW

0208 487 7040
north@lta.org.uk

Midlands

Loughborough

Dan Maskell Tennis Centre
Loughborough University
Loughborough
LE11 3TU

01509 226 722

Edgbaston

Edgbaston Priory Club
Sir Harry's Road
Edgbaston
Birmingham
B13 8RD

0121 440 2456
midlands@lta.org.uk

*Patron from 2017

East

Cambridge

Hills Road Sports & Tennis Centre
Purbeck Road
Cambridge
CB2 8PF

01223 210 111

High Wycombe

Bucks Indoor Tennis Centre
Holmers Lane
High Wycombe
HP12 4QA

01494 471 238
east@lta.org.uk

South East

Bromley

Bromley Tennis Centre
Newstead
Avebury Road
Orpington
BR6 9SA

01689 880 755
southeast@lta.org.uk

South West

Southampton

David Lloyd Southampton
Frogmore Lane
Southampton
SO16 0XS

02380 738 550

Bristol

Coombe Dingle Sports Complex
Coombe Lane
Bristol
BS9 2BJ

01179 626 723
southwest@lta.org.uk

Tennis Scotland

177 Colinton Road
Edinburgh
EH14 1BZ

0131 444 1984
info@tennisscotland.org

Tennis Wales

Francis House
No 2 Drake Walk
Waterfront 2000
Cardiff
CF10 4AN

029 20463335
tenniswales@tenniswales.org.uk

Follow us:

twitter.com/britishtennis

facebook.com/britishtennislta

instagram.com/britishtennis

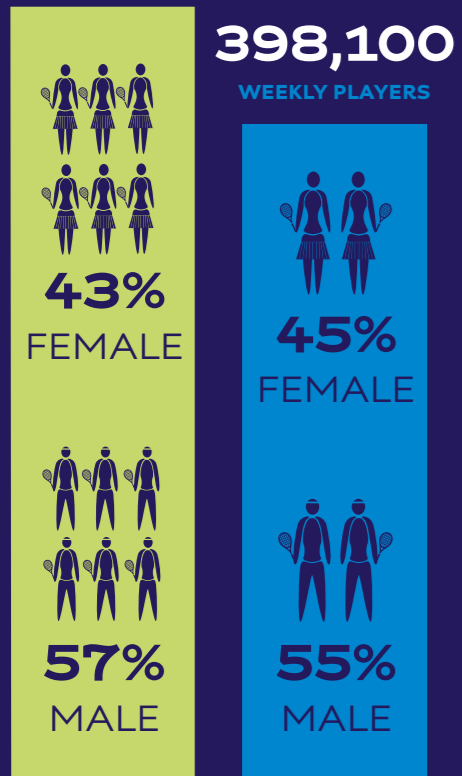
youtube.com/user/britishtennislta



BRITISH TENNIS TODAY*

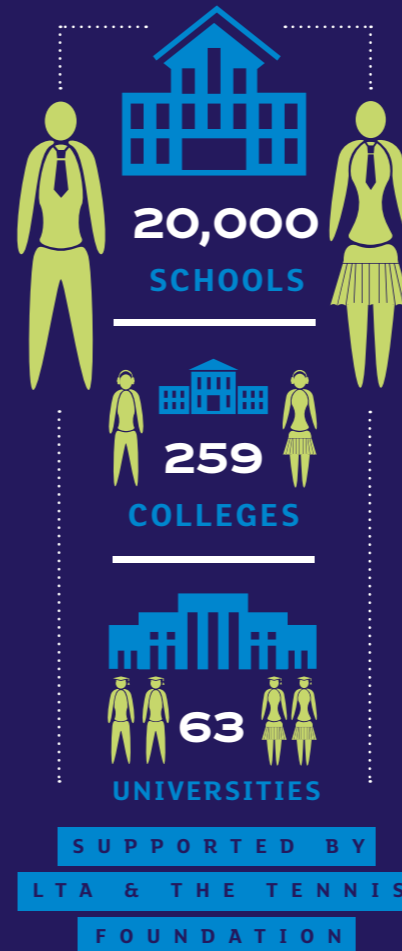
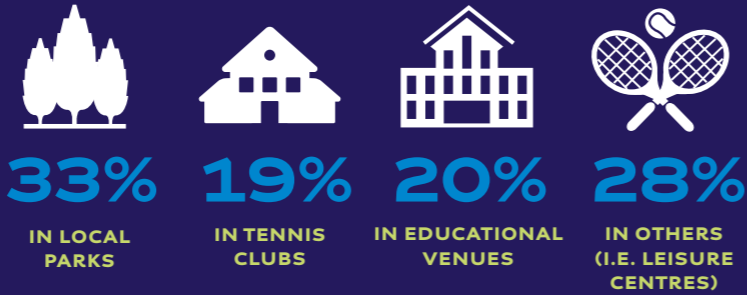
*ALL INFORMATION CORRECT AS OF END OF 2016

721,100
MONTHLY PLAYERS



SOURCE: ACTIVE PEOPLE SURVEY 10

5 MILLION PEOPLE PLAY TENNIS AT LEAST ONCE A YEAR



237,858
BRITISH TENNIS SOCIAL MEDIA FANS

590,000
BRITISH TENNIS MEMBERS

2,743
REGISTERED CLUBS

WITH **727,664**
TENNIS CLUB MEMBERS

4,439
ACCREDITED COACHES

25,000
VOLUNTEERS

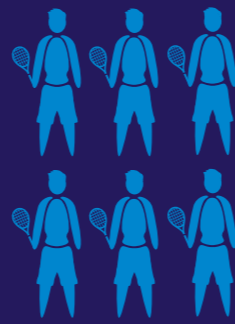
40
COUNTY ASSOCIATIONS & NATIONAL COUNTY AND ISLAND ASSOCIATIONS

49,200
MONTHLY DISABLED PLAYERS

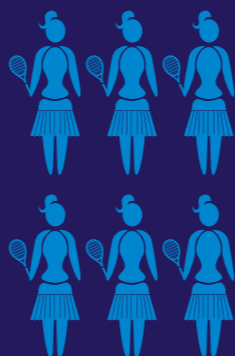
22,900
WEEKLY DISABLED PLAYERS

SOURCE: ACTIVE PEOPLE SURVEY 10

OVER 330 VENUES PART OF THE TENNIS FOUNDATION'S DISABILITY TENNIS NETWORK



60,862
JUNIORS COMPETE REGULARLY



941
LICENCED OFFICIALS

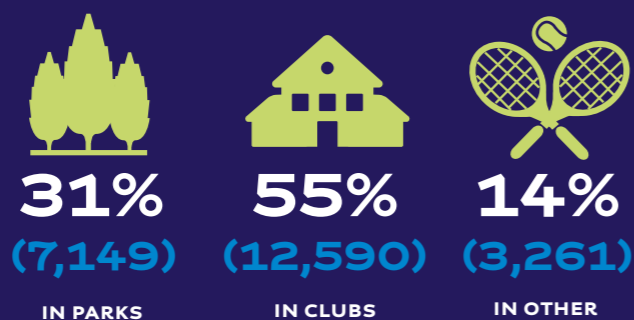
HOME TO **12** WORLD CLASS TOURNAMENTS

- The Championships: Wimbledon
- Barclays ATP World Tour finals
- Aegon Championships (The Queen's Club)
- Aegon International (Eastbourne)
- Aegon Classic (Birmingham)
- Aegon Open (Nottingham ATP and WTA)
- Aegon Eastbourne Trophy
- Aegon Ilkley Trophy
- Aegon Manchester Trophy
- Aegon Surbiton Trophy
- British Open Wheelchair Championships
- NEC Wheelchair Tennis Masters

9,748
LTA APPROVED TOURNAMENTS

OVER **11,000** PEOPLE WITH A DISABILITY PLAYED TENNIS WITHIN OUR NETWORK PROGRAMME DURING THE SUMMER

23,000
TENNIS COURTS IN GREAT BRITAIN





ANNUAL REVIEW FOR THE
YEAR ENDED 31ST DECEMBER 2016