

VISION

2022

— TO —

2026





## Our Vision

Tennis opened up to deliver the legacy in Scotland

## Our Values



### Teamwork

We value people to work together recognising each individuals strengths to grow tennis as a team, in Scotland.



### Inclusion

Empowering people to appreciate diversity, equality and equity.



### Ambition

We aim to raise the ambition of the organisation and for tennis in Scotland as a whole to create world class opportunities.



### Excellence

We always aim to achieve the best possible outcome.

## Our Mission

To grow tennis by making it relevant, accessible, welcoming and enjoyable:



To build stronger venues at the heart of our community making tennis accessible



To build a world class player development pathway



To develop a range of facilities and venues fit for the future of our sport making tennis relevant



To grow and develop a world class workforce



To deliver a range of Events and Competitions to experience and showcase tennis making tennis enjoyable and welcoming



To grow and develop resources to deliver an effective new organisation



# The Scottish Ambition

## The focus of the last strategic cycle was one of raising the Ambition for tennis in Scotland. What does this mean?

Having had Scottish tennis players competing and winning at the very top of the world game, there was an emphasis to raise the **ambition** of what could be delivered within the context of world class programmes, facilities, players and competitions. If Tennis Scotland and its partners are going to be successful in terms of raising the **ambition** then clearly there needed to be there an ambitious **strategy** that mirrors this objective.

The **strategy** from 2018 to 2022 was focussed on this theme of raising the **ambition** and specifically in the key strategic objectives of participation, performance, facilities and venues, competition and events, workforce and also infrastructure. The details of progress in these areas are well documented including successfully increasing community club membership to the highest level in Scottish tennis history, the winning of the LTA Performance tender to host and deliver one of two GB National Tennis Academies offering a world class performance programme in Scotland, in addition to hosting a new ATP Challenger Event alongside the World Pro Series (male and female pro event) and national calendar of events to showcase tennis in Scotland.

A significant part of the **strategy** was to deliver more via raising the **ambition** for Scotland but do so via significantly increased resources. As such over the last four years, we are delighted that Tennis Scotland has secured the highest investment in its history for performance tennis, for facility investment and in overall infrastructure to increase the resources to invest in tennis in Scotland. This is an area that will be constantly reviewed and updated in line with both the resources available and the needs of the growing tennis community in Scotland. Capacity building will be a key feature of the next four years and beyond.

As we go forward to the next four year cycle, the overall same strategic objectives are still in place but with the new increased resources now in place, the emphasis moves to **delivery** in the key strategic areas and as above with a focus on capacity building so that the growth in tennis can be maintained and continued. A recent significant step forward in this area was the excellent news via the LTA that there would be a new fund available across Great Britain for investing in public tennis courts so that we maximise the opportunities for all to get involved in our sport.

### Therefore we will continue to focus on our priorities of delivering:

- increased all year tennis via the TSIT Indoor fund
- increased number and quality of public tennis courts via the LTA Park Regeneration fund
- a developing club facility model fit for the needs of our customers
- a range of programmes to incentivise retention and new participants
- a world class performance pathway in Scotland including an enhanced Scottish Tennis Academy
- a continually growing number of competitive tennis players
- new and more events that showcase our sport
- a workforce programme that benefits all involved in tennis
- an appropriate infrastructure that will help maximise our outcomes for tennis and all our partners and stakeholders

“ We look forward to the next four years with tremendous optimism and enthusiasm for what should be another significant step forward in the development of tennis across Scotland. ”

*Blane Dodds*





# 2018–2021 Delivery



## Disability Growth Total Participation

	Weekly	Monthly
2022		
2021	Pre Pandemic Target	
2020	No Reporting	
2019	569	686
2018	546	775
2017	466	583
2016	426	555
2015	336	445
2014	275	315

**106%**  
Monthly increase  
from 2014–2019

**118%**  
Weekly increase  
from 2014–2019

THE TARGET  
FOR 2022 IS  
**750 WEEKLY**  
AND  
**1000 MONTHLY**  
PLAYERS



2019 saw the concluded commitment of the Tennis Scotland Community Fund. This distributed:

**£997,993**  
grant funding

**£470,710**  
loan funding

**£7.9m**  
for tennis facility projects

NB This included the delivery of 5 new Indoor tennis courts

Also 2021 saw the commitment of the first three new TSIT funded indoor projects which will deliver 13 new indoor courts as a first phase for Scotland

### Workforce Development Centre – Stirling

Quality performance coach development opportunities through our Performance Coach Development Programme ensuring we have the right coaches working with the right players in the right programmes.

2020 TS Coaches Conference a huge success and headlined by world renowned Jose Higuera, former coach to Roger Federer.

A Young Apprentice programme is delivered for aspiring tennis coaches with a new intake planned for 2022.

### Performance

#### GB NTA Academy – Stirling

Tennis Scotland won the tender to host one of two GB National Tennis Academies based at the Scottish National Tennis Centre, University of Stirling in partnership with the University as well as the sportscotland institute of sport and Dollar Academy.

**250+**

Over 250 coaches achieving a qualification in 2021 between level 1 and level 3.

**Level 3+**

All Coaches level 3 and above part of the LTA accreditation scheme to ensure safety and quality standards.

**15**

TS Young Officials Academy launched in 2018, supporting 15 of the next generation of officials with training and mentoring.

**5**

Tennis Scotland has 5 She Rallies Ambassadors delivering the She Rallies programme developed by Judy Murray and the LTA.

## Development Club Membership Growth



## TSIT/Facilities Funds

**£15m**

£15 million secured to support additional Indoor Tennis Centres from sportscotland and the LTA

**22**

22 clubs being supported with a LTA quick access loan\*

**23**

23 Gate Access systems installed

\*(As of May 2020 this total £800k worth of lending outstanding and being repaid)





# Strategic Objectives

Tennis Scotland has developed a strategy that will deliver for Scotland however is also committed to contributing to the objectives of British Tennis and the sportscotland Investment Outcomes using the following key pillars:

 Participation

 Workforce

 Performance

 Competitions & Events

 Facilities

 Corporate



## Participation

*To build stronger venues at the heart of our community*

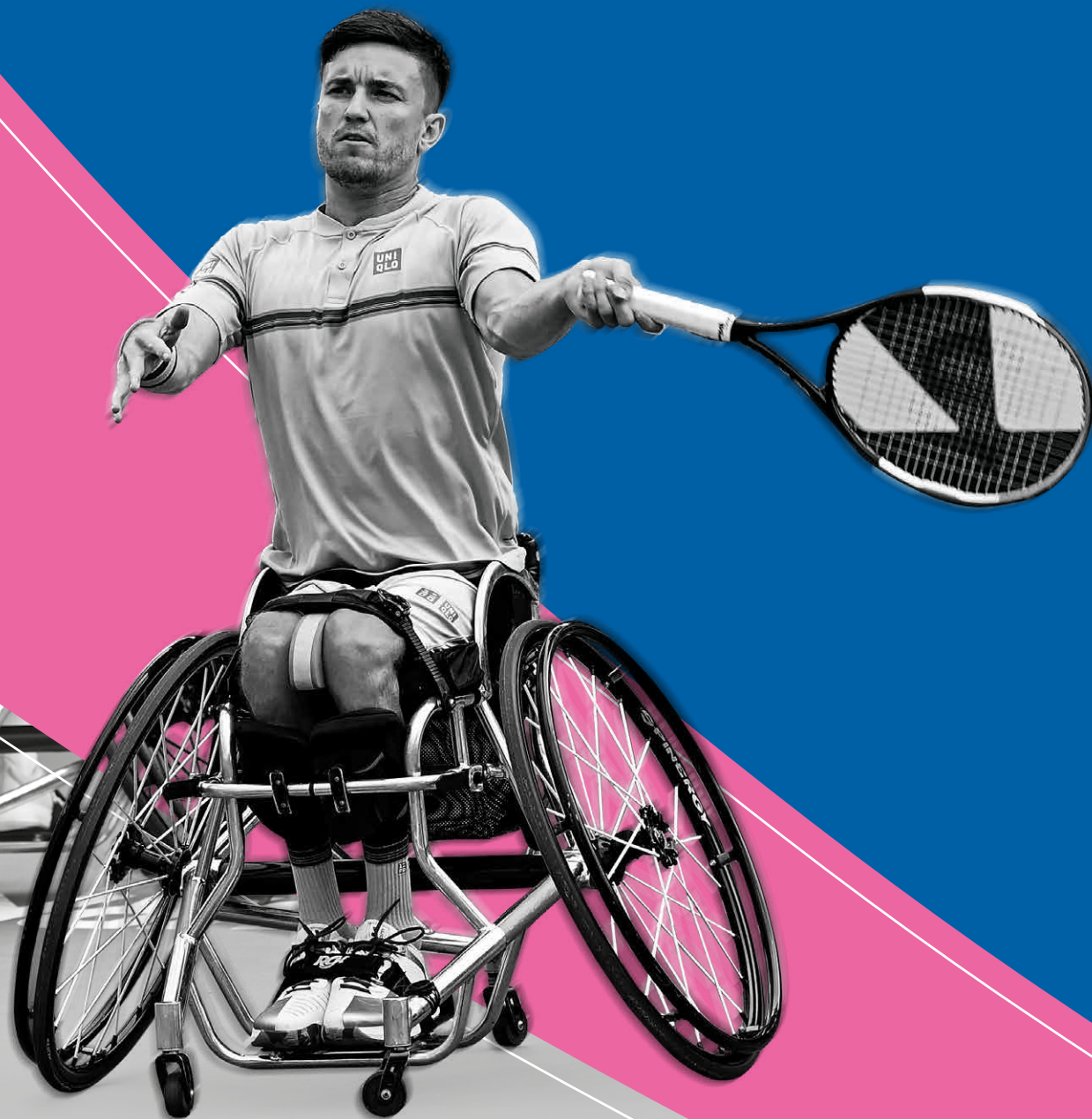
**More people playing more often;**

- Develop and launch a National Schools Programme using LTA Youth with minimum of 2000 new young people entering tennis programmes and clubs per annum
- Support and grow community clubs and deliver capacity building opportunities across Scotland so that clubs continue to grow to a membership of 75,000 to include outdoor, indoor, clubs and park courts
- Examine and assist with new club model solutions consistent with delivering new capital resources and innovative investments
- Continue to develop increased participation in target areas within disability, female, and other target markets consistent with the EDI strategy

## Performance

*To build a world class player development pathway — consistent with the LTA PERFORMANCE Strategy and resulting in;*

- Continue to support and develop the best Scottish players via the National Player Programme (NPP) to play at the highest level including creation of an overall Scottish National Academy (SNA)
- Continue to assist and develop top wheelchair tennis players ie Gordon Reid as part of the NPP/SNA to perform at the highest level
- Continue to develop a pathway to deliver more wheelchair and disability players
- Develop and deliver new Under -10 national regional/district and local programme linked to coach development
- Continue to develop an integrated performance player development system across the all programmes including the evolving GB NA







## Facilities

To develop a range of FACILITIES and venues fit for the future of our sport

- Develop and deliver sufficient capacity to sustain and deliver on current demands and also for the growth ambitions for Scotland
- Put solutions in place via the TSIT programme to increase all year round tennis via increased indoor capacity — minimum target 10 new indoor venues complete/started by 2026
- Maximise the re-instatement of public tennis courts throughout Scotland in partnership with the LTA
- Identify new and innovative operating models and solutions to ensure capacity via quality facilities and venues available to all  
NB The above includes examining TS operating/managing/leasing sites where appropriate to maximise and deliver outcomes



- Explore and develop solutions for Scotland to have access to its own National Tennis Centre
- Assist the infrastructure build for Padel in Scotland to grow capacity and an integrated approach with tennis



## Workforce

To grow and develop a world class WORKFORCE

- Establish a National Workforce Development Centre with satellite centres as required to deliver the required programme of coach education and development
- Develop and deliver a world class tutor and mentoring team
- Deliver a national workforce development programme supporting over 250 distinct individuals per annum across the whole workforce
- Establish a pathway for performance players to keep them in the game — Life In Tennis programme
- Develop on the existing links and partnerships with some of the leading coaches and coach developers including Juan Carlos Ferrero, Jose Higuera, Colin Fleming, Mark Kovacs, and Kris Soutar in addition to the LTA team




## Competitions & Events

To deliver a range of EVENTS and competitions to experience and showcase tennis (Scotland A Perfect Stage)

- Experience events and competitions by positioning Scotland as a world class venue for hosting
- Deliver an events calendar resulting in greater participation and performance tennis targeting Champions Tour/ Challenger/ATP/WTA/ITF Junior/Exhibition/Invitational Events/International Conferences
- Work in partnership with the LTA to maximise hosting of a range of events and competitions in Scotland
- Harness the success of Scottish tennis players on the world stage to attract new audiences and investment thus engaging with a new fan base



- Create innovative new events focussing on teams
- Create and deliver a National Schools U10 competition framework, LA driven via district, regional and national school events



## Corporate

To grow and develop resources to deliver an effective new organisation

- Increase CORPORATE resources via size, scale and reach
- Working with partners increase turnover / infrastructure to a minimum of £4m per year to ensure delivery, growth and sustainability
- Examine new funding and income sources to increase investment in tennis in Scotland
- Ensure Equality Diversity and Inclusion is embedded throughout the organisation
- Raise the profile of tennis and TS activities and opportunities via sound marketing, communications and media management
- Continue to develop Commercial partners for Scotland independent of LTA to give flexibility and increased investment (ensuring access to key assets are maintained ie Wimbledon, plus other Grand Slams et als)



- Ensure the highest safeguarding standards are embedded in all aspects of TS operations
- Maintain ongoing compliance with sportscotland Standards for Child Wellbeing and Protection in Sport
- Ensure annual compliance with LTA Safeguarding Standards at all registered venues
- Audit all clubs and districts across Scotland in a 4 year cycle





## Summary

In summary we want to see more people playing across clubs and pay as you go facilities. We want to see more quality facilities and world class workforce development and coaching. We want to see an all year round sport in our communities with tennis a major or leading player in our communities in terms of community access to facilities.

We want to see more Scottish players succeeding at the very top of the game in juniors and on the ATP and WTA tours and we want an ambitious confident organisation working with all to create growth and investment to ensure a sustainable and healthy future for Scottish tennis.

[CLICK HERE](#) to visit the LTA strategy document





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