



INCLUSION STRATEGY

ANNUAL REPORT 2021-22

INTRODUCTION

BY SCOTT LLOYD & RACHEL BAILLACHE

Last year we published a bold inclusion strategy to support our vision of “Tennis Opened Up”. Our ambition was clear – we would not be satisfied until everyone involved in tennis confidently chose to be part of a culture of “everyday inclusion” – resulting, over time, in participation in our sport fully reflecting the diversity of our communities.

Setting our ambition in this way was the right thing to do – and demonstrates our long-term commitment to transforming our sport. We know this will take time but we are driving towards this ambition with pace and rigour. Indeed, we are very proud of some of the significant steps we have taken since the publication of our Inclusion Strategy, both in terms of putting in place strong foundations for long-term success and in making an immediate impact.

The three year strategy set out 46 actions, 19 or 41% of which were planned to be completed in the first year. We have exceeded this target and during the last year over half have been completed or firmly embedded within the business as an ongoing way of working. We will continue to deliver on the remaining actions over the next two years but what we have learned is that leadership, focus, momentum and reflection lead to the identification of new opportunities and new activities to pursue. For example, the strategy did not include being the first sport in the country to test an innovative approach to improving the ability of those with visual impairments to enjoy our Major Events; nor did it envisage bringing together inclusion focused





leaders from inside and outside tennis to form a new board level advisory group – the Inclusion and Diversity Advisory Group (IDAG); or celebrating Pride with Friday-Pride-Days across our events in June. We are thrilled that the drive and enthusiasm to build a culture of everyday inclusion is proving infectious and leading the whole organisation to think differently about how their work can help us speed up our progress towards Tennis Opened Up. We will need to continue to harness this momentum to address some of the more challenging issues we face.

Last year we committed to report annually on our progress. This report sets out this progress. In addition to confirmation of actions completed, underway and yet to start, we aim to bring our work to life by story-telling and sharing case studies. This report also importantly sets out areas where we know we need to do more, most notably working to broaden representation in our

50%

Over 50% of the actions set out in the LTA Inclusion Strategy have now been completed or embedded within the business.

coaching and volunteer communities in the areas of gender, race and disability in particular. We have published our Women and Girls plan, *She Rallies*, setting out our ambition to be a truly gender balanced sport; we have also published *Breaking Down Barriers* – our plan to address some of the stubborn inequalities for under-served lower socio-economic groups; before the end of the year, we will publish a plan setting out how we intend to expand our provision for disabled people beyond our award-winning Open Court programme, taking a more holistic approach to ensure our sport is as inclusive as possible for all disability and impairment types; and we are working with different groups of ethnically diverse people to understand how we can make tennis more attractive and inclusive. Specifically, we have recently met with Kick It Out to explore opportunities to work together.

↑ 15

Of the 27 data points which were in the Inclusion Strategy, setting out diversity against ten different cohorts, 15 have improved over the last year.

One of the actions set out in the strategy was to improve our data on diversity and representation across tennis. We were the first National Governing Body to publish data against ten different cohorts of the tennis family. This was key if we were to truly hold ourselves to account for progress. We have now improved and extended the data presented in this report to include information on lesbian, gay and bisexual representation. We are delighted to see the data in this regard is positive. Of the 27 data points we included in the strategy last year, 15 have shown improvement over the last year, 5 remain the same and 7 have declined, although these are often in small cohorts where small numbers can result in a significant percentage change. Whilst the data

provide encouragement, it is clear there is significant work to do in our volunteer, coaching and officials cohorts. We are confident that work underway this year and ongoing work planned will see us impact these numbers positively over the coming two years of the strategy cycle.

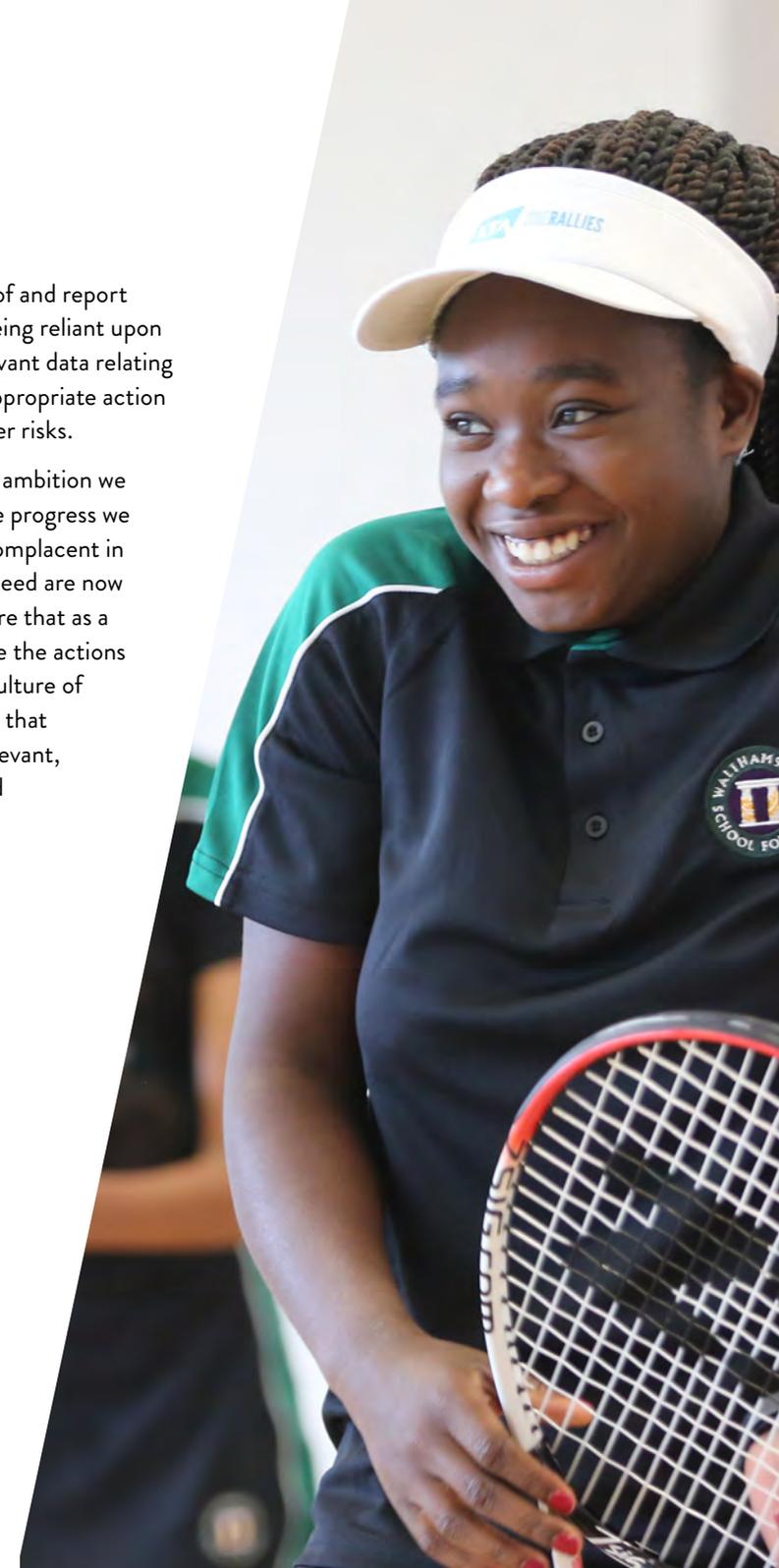
As a Board and Executive, we focus not just on the work underway but, critically, on identifying the risks that may impact our progress. The risks identified include the challenge we have to reach and support large sections of the tennis landscape who do not, of course, work directly for the LTA; factors external to tennis, such as the cost of living, potentially disproportionately impacting participation in sport among certain demographics; and our ability

to understand the needs of and report against certain cohorts being reliant upon our ability to capture relevant data relating to them. We are taking appropriate action to mitigate these and other risks.

We are proud of both the ambition we have set ourselves and the progress we are making. We are not complacent in any way, however, and indeed are now more determined to ensure that as a tennis community we take the actions necessary to establish a culture of “every day inclusion”, and that our sport is one that is relevant, accessible, welcoming and enjoyable to all.

Scott Lloyd
CEO

Rachel Baillache
Board Inclusion
& Diversity Champion



EVERY DAY INCLUSION IT'S ABOUT ALL OF US

OUR AMBITION

Everyone involved in tennis understands that inclusion is central to our vision for the sport and they confidently choose to be inclusive every day.

THE OUTCOME

People playing, working and volunteering in, and watching our sport will reflect the diversity of our communities.

We will achieve this through:

- 5** Key areas of work to make our ambition a reality
- 25** Commitments to drive change
- 46** Concrete actions we will report against.

1 Inclusive leadership and governance

Role-modelling and driving the right behaviours from the top down and setting expectations for those in leadership roles across the sport; making sure that the systems are in place so that inclusion is always at the heart of everything we do.

2 People empowered to be inclusive

Building greater understanding of inclusion and the capability to be inclusive, while at the same time creating the conditions which enable everyone in tennis to feel confident in sharing their own experiences and to challenge non-inclusive behaviour.

3 Tennis looking and feeling Opened Up

The way people perceive tennis is key to them choosing tennis against many competing activities and demands on their time. Anyone engaging with our sport, in any place or across any medium, should feel like tennis is “for people like me”.

4 Targeted interventions for greater diversity

Specific interventions, over and above our focus on inclusion, to drive more rapid changes in diversity where they are most needed.

5 Holding ourselves to account

Making sure that we have the data to report openly on our progress and being transparent in order to learn from both where we do well and where we are weaker; as well as learning from those organisations and individuals considered to be leading the way on inclusion.

INCLUSIVE LEADERSHIP & GOVERNANCE

Role-modelling and driving the right behaviours from the top down and setting expectations for those in leadership roles across the sport; making sure that the systems are in place so that inclusion is always at the heart of everything we do.



STEPS TAKEN

As we seek to build a truly inclusive culture, it is critical we set both the right tone from the top, and that we establish a governance and operational framework which enables us to make progress confidently and sustainably. We have

addressed both over the last year. We are a values driven organisation and so one of the very first actions we took following the publication of our Strategy was to add Inclusion to our other values of Teamwork, Excellence, Integrity and Passion.



“
ONE OF THE VERY FIRST THINGS WE DID FOLLOWING THE PUBLICATION OF OUR STRATEGY WAS TO ADD INCLUSION TO OUR OTHER VALUES.



Making An Impact

Our Values drive our day-to-day behaviours as a business, from the way in which we recruit new colleagues to the way we hold each other to account and manage performance. Having Inclusion as one of our five Values means that in our quarterly and annual awards we share, champion and reward behaviours which have actively driven inclusion in tennis. This does not always have to be big projects or initiatives, it can be simply taking personal responsibility and leading the way for the business. Our first quarterly award winner was Sonia Gouveia, nominated by colleagues because she

is “...passionate about making tennis as inclusive as it possibly can be. Over the past few months she has picked up various issues that would have otherwise been overlooked. Details like changing colours on PDF lesson plans so they are easier to read for visually impaired coaches, using better terminology on our website programme pages and providing visual indexing on all the videos we produce. All of this attention to detail ensures we are providing first class resources that are as inclusive as possible and will improve our reputation as one of the leading National Governing Bodies championing inclusion.”

↑ 15%

Over the last year, Board representation from a diverse ethnic background has improved from 0% to 15%

Our Board and Executive teams play a key role in driving progress against the Strategy – a Strategy dashboard has been developed which goes to all Board and Executive meetings, with a report on progress and key current issues for discussion. Our Executive Team have taken personal responsibility for driving the Strategy, making both individual commitments around driving inclusion and working collectively as the steering group overseeing implementation.

Since the publication of the Strategy, we have significantly increased the diversity of our Board with the appointment of both Sanjay Bhandari and Anil Jhingan, and we have also appointed Sandi Procter as our new and second female president.

We have completed our first comprehensive diversity survey across the leadership of our sport including the Board, the Inclusion and Diversity

↑ 13%

Over the last year, Council representation from a diverse ethnic background has improved from 10% to 13%.

Advisory Group, Council and County Management Committees. This gives us an important data baseline to build upon for Counties in particular. We have implemented a new Governance Framework for Counties, requiring them to produce, and deliver against, their own inclusion plans – compliance with the Framework is now a condition of membership and hence continued funding is dependent upon it.



Our Board Inclusion Champion – Rachel Baillache – chairs our newly set up Inclusion and Diversity Advisory Group. This group provides independent strategic level advice and scrutiny, and its members are inclusion leaders and experts from across both sport and other sectors. We have also continued to engage with our Inclusion, Diversity, Equality and Accessibility (IDEA) working group on topics such as how we continue to diversify our coaching workforce.

In addition, all new project and priority activity owners complete an Inclusion Impact Assessment which must be approved before their project starts. This assessment ensures any project maximises the opportunity to drive inclusion or that any unintended consequences for inclusion are identified and addressed up front.



FURTHER STILL TO GO

Work is underway to develop an Inclusion Charter for our sport which will establish minimum standards with respect to action on inclusion – this will be key to enabling and encouraging greater inclusion across the wider tennis landscape. We will also work with volunteers and coaches, especially from diverse groups, to review, improve and extend all of the support and guidance we give to our counties, venues and coaches around inclusion issues.

Making An Impact

The IDAG is a group bringing together a diverse range of lived experience and expertise to provide expert guidance on the implementation of the Inclusion Strategy and to offer an external perspective on best practice and areas where the LTA can be more inclusive. The members are:

- Funke Awoderu
- Rachel Baillache (Chair)
- Sanjay Bhandari
- Emma Birchall
- Barry Horne
- Shiv Paul
- Selva Ramasamy KC
- Vicky Williams.

Two of its independent members are Emma Birchall, Global Head of Diversity and Inclusion at Ericsson and Selva Ramasamy KC, a leading barrister and advocate for inclusion at the Bar.

HOW DO YOU THINK THE IDAG WILL HELP TO DRIVE INCLUSION IN TENNIS?

“Diversity of viewpoint, expertise and lived experience is vital to have in our ongoing conversation about how to make tennis more inclusive. We hope that we can bring a different perspective to the LTA and to tennis more broadly, and that our experience and expertise in other sectors will help the LTA to be innovative and open in its approach to inclusion. It is also important to have people from diverse backgrounds visible in leadership positions so everyone can see more “people like me”. The Inclusion and Diversity Advisory Group has been created to bring an external viewpoint and scrutiny to the way tennis continues to develop and improve –

we hope that we can be a part of ensuring that tennis opens up to ideas from outside the sport on how to improve.”



INCLUSION IS ABOUT ENABLING PEOPLE TO REALISE THEIR FULL POTENTIAL IN ALL ASPECTS OF THEIR LIVES.

WHAT DOES INCLUSION IN TENNIS MEAN TO YOU?



Selva: “Having practised at the Bar for almost 30 years, I know that the legal profession has had to work very hard to demonstrate to the public that it is a profession open to everyone, rather than just a privileged minority. While there is still work to do, I am proud of the progress that we have made with diversity at the Bar. There is growing recognition that diversity brings real strength to legal teams. I believe that tennis faces a similar problem to the Bar – it is seen by some as being reserved for a privileged minority. As a lifelong tennis player and spectator, I know that tennis is a game for everyone. I am delighted to be a member of the IDAG. I believe that our group’s pooled experience will help the LTA to build on the excellent work it has done to date, to ensure that everyone gets a chance to find out just how special tennis is. It is a game for life, and it is a game for all.”



Emma: “I believe that inclusion is about enabling people to realise their full potential in all aspects of their lives – from careers, to sport, to participation in the community. The LTA Tennis Opened Up strategy embodies this and invites us all to rethink our assumptions about who belongs on a tennis court, who works behind the scenes to make it all happen, and who our audience is and should be. I hope that my experience from outside the sport sector will help to provide a fresh viewpoint on how tennis can help people realise this potential. It’s an honour to partner with the LTA Executive Team, Board and my fellow IDAG members to convert our passion and commitment into real change that will open up tennis to new communities of players and fans, both now and in the years to come.”

PEOPLE EMPOWERED TO BE INCLUSIVE

Building greater understanding of inclusion and the capability to be inclusive, while at the same time creating the conditions which enable everyone in tennis to feel confident in sharing their own experiences and to challenge non-inclusive behaviour.



STEPS TAKEN

Our people – whether colleagues in the LTA, the wider coach and official workforce, or the thousands of volunteers who give their time to grow tennis locally – are always going to be the beating heart of our sport. They largely determine the welcome which people new to tennis experience. We know that this welcome is very often a special one which makes people feel they belong and, as a result, tennis becomes a sport for life – we want to make sure this welcome is experienced by everyone, every day, in every place tennis is played, from clubs to community centres.



We are supporting our colleagues to feel more confident to be inclusive in their day-to-day activities. Through our new learning management system – LTA Learn – all colleagues complete mandatory online inclusion training that focuses on building awareness and preventing discrimination. All recruiting managers now have to complete a “Licence to Hire” course which has an inclusion focused element built into it. We are also planning face-to-face workshops to be delivered in early 2023, as well as bite-size virtual interventions to support our colleagues in developing their understanding of working in a truly inclusive way.

Coaches are often the first people those new to tennis meet and therefore have a major influence on how our sport is perceived and experienced. We have been working to ensure that our coaching workforce have the knowledge and tools to be able to create an inclusive environment for all players. All coach learners now undertake mandatory inclusion training as part of their online home study within each coach qualification at Levels 1, 2 & 3.



Making An Impact

In 2021, we implemented a new Learning Management System, LTA Learn, which has helped us to develop and improve the way in which we enable both colleagues and the wider tennis workforce to be more inclusive. This has made both our approach to training more accessible and also made it easier to develop relevant and up-to-date inclusion focused training which is being made available for a wider audience. One element of this has been our Licence to Hire course which all hiring managers in the LTA have to complete before recruiting to their teams. This training enables and encourages an inclusive

approach to all aspects of the recruitment process, including addressing unconscious biases which can affect the way we interact with others. Alongside this, we are using different recruitment channels and, more recently, we have signed up to the Government support scheme aimed at helping people who have come to the UK from Afghanistan or Ukraine to find work – to enable recruiting managers to reach more diverse pools of applicants for their roles. To date in 2022, 51% of hires have been female, 33% have been from a diverse ethnic background and 18% have a disability/long-term health condition.



↑ 6%

Over the last year, the proportion of officials who are disabled/have a long term health condition has improved from 4% to 6%.

This module will also be refreshed and revised in the next 12 months to ensure ongoing relevance and to meet the evolving needs of coaches. Alongside this, we have recently developed new training content for coaches, co-produced with disabled people and those with lived experience to ensure that the content is practically focused and relevant for deaf and learning disability tennis. There are further plans to develop content for visually impaired and wheelchair tennis later in 2022-23.

We know that local leadership is vital in driving a culture of inclusion in our County and Island Associations. We have begun working with county volunteers so that they are confident in their understanding of how to drive inclusion in their organisations and also down to

↑ 49%

Over the last year, the proportion of female volunteers in tennis has improved from 45% to 49%.

local clubs. Over the last year, as part of our County Governance Reform project we conducted a skills and diversity audit. This has provided us with greater understanding of the needs of our counties in supporting them to be more inclusive and diverse. As a result, inclusion is the theme for our upcoming Council meeting in October and we have used National Inclusion Week to promote the training opportunities we have on offer for all volunteers. As they develop their own inclusion plans, in order to meet our governance requirements, we will provide individualised support and advice through our Regional Teams, enabling them to set meaningful goals and expectations of themselves.

For our officials, at the Officiating Conference last year we ran an inclusion focused workshop and training session, and a workshop specifically on conscious inclusion. Again, this is something we intend to expand upon at this year's conference in December. We will be working with our partner, the Association of British Tennis Officials, to enable them to ensure that the career pathway for officials is fully inclusive and attractive to those from more diverse backgrounds.

A vital part of empowering a more inclusive approach to tennis is proactively reaching out and supporting people working in communities and non-tennis focused settings to create new venues to play for those less likely to participate in tennis. Driving interest in tennis outside the traditional club infrastructure is an essential part of opening tennis up. To be most effective, this requires working in partnership. We have developed and published a plan for growing participation amongst those from under-served communities. The plan - *Breaking Down Barriers* - builds upon but also significantly extends our successful SERVES programme, including reaching into more faith, youth and community centres, particularly in

areas of highest deprivation. We have also continued to work with the Girl Guides, with over 500 leaders trained and enabled to deliver tennis. Finally, we have also completed a review of the role of 'activators' in tennis - i.e. ensuring we are not just reliant on the traditional coaching workforce to bring tennis to people in less traditional environments - with a new programme to be launched by the end of the year, which focuses, in part, on recruiting people in areas of higher deprivation.



FURTHER STILL TO GO

Our priorities over the next year will include ensuring that all of our training materials are fully up-to-date and expanded to address any gaps which might exist; to enable as many people as possible working across tennis to access opportunities to develop their own understanding of and capability to be inclusive; and, to encourage the first step for many people, having more inclusive conversations with confidence, through conversation and language guides.

Making An Impact

She Rallies has been a very successful programme for enabling and empowering more females, in particular those from more diverse backgrounds, to begin their coaching journey. Inspirational leaders, like Carolle Forde Garcia and Iman Mahmood in Birmingham, have helped to guide other women as they have taken what can sometimes seem like a daunting first step. Building on the work of Carolle and Iman and many others, we have recently published our Women and Girls Plan – which we have called She Rallies. The plan builds upon the great work completed to date but stretches our ambition to make tennis a truly gender balanced sport - concentrating on the three pillars of participation, workforce and visibility.



HOW DO YOU HELP TO DRIVE INCLUSION IN TENNIS?

“We are tennis coaches and LTA She Rallies Activators – working in the community to get more women and girls playing tennis. Since January 2022 we have been delivering a free women’s tennis programme which has had over 135 attendees from a range of diverse ethnic communities including South Asian, African Caribbean, Eastern Europe, from toddlers to grandmothers and inclusive to women of all abilities and disabilities.”



WHAT DOES THIS MEAN TO YOU?

“It’s been a huge privilege to see women who never thought they could play tennis progress each week into confident tennis players who now genuinely love the sport. We want to continue showing women the great physical and mental health benefits that tennis brings and that no matter what their background or ability, tennis is a sport for everyone.”



WOMEN WHO NEVER THOUGHT THEY COULD PLAY TENNIS PROGRESS EACH WEEK INTO CONFIDENT TENNIS PLAYERS WHO NOW GENUINELY LOVE THE SPORT.

TENNIS LOOKING AND FEELING OPENED UP

The way people perceive tennis is key to them choosing tennis over many competing activities and demands on their time. Anyone engaging with our sport, in any place or across any medium, should feel like tennis is “for people like me”.

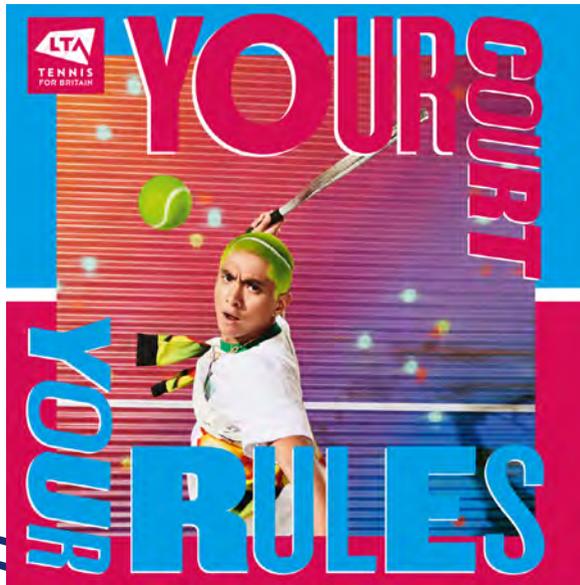


STEPS TAKEN

We know that how we present our sport visually matters – it is an instant signal for everyone as to whether or not tennis might be a sport for them. We need to be inclusive in how we represent ourselves at our Major Events, through our marketing and campaigns, and on our website.

We have changed our entire brand positioning to “Play Your Way”, which is built on inclusive messaging, imagery and content, and which is an explicit invitation to new audiences of all backgrounds to get out and play.

Since its launch, we have run three ‘above the line’ campaigns: ‘Level Up’, ‘U In’ and ‘Your Court, Your Rules’, which collectively reached over 40 million people. We worked closely with our creative agency to ensure the people involved in the campaign represented a wider range of ethnic backgrounds, gender neutrality and diversity of age in particular.



Making An Impact

The LTA has been working with ideas and innovation company AKDA who turn spatial data (Hawkeye, layered with broadcast feeds such as the BBC) into information-rich 3D sound experiences, giving agency to sight loss audiences to follow our tennis Major Event action in real time. Working with the Royal National Institute of Blind People and British Blind Sport we piloted the system at the Cinch Championships semi-finals and final. It was accessible throughout the UK, but was also used in a further 100+ countries across the world. With the support of the Tennis Foundation, we will be continuing to test this approach at the forthcoming Billie-Jean King Cup Finals Group Stage in Glasgow.



↑ **46%**

Over the last year, the proportion of our colleague base which is female has improved from 44% to 46%.

↑ **9%**

9% of our Council identify as Lesbian, Gay or Bisexual.

As part of our content strategy we are also committed to finding ways of reaching new audiences. We have worked closely with a number of influencers, presenters and coaches – often from outside the mainstream tennis landscape – to ensure that we harness the authentic voice of our audiences. For example, we are working with Jodie Ounsley who is a deaf rugby player, Billie Monger a racing driver and wheelchair user, or with Chunkz who is a young Muslim influencer.

At the start of 2022 we refreshed the look and feel of the LTA website, updating all photography across the site. We worked collaboratively with Getty Images on this project, as industry leaders in their field.

We spent time with their insight team to understand the greatest challenges when promoting sport in Britain and worked with them to capture visually the diversity of the communities around us in the people visible in campaigns. We led the way on International Women’s Day to boost the visibility of women’s sport by highlighting the inherent gender bias which exists within online search engine results about sport. The website itself is also rated as Double A in terms of accessibility – meaning it is usable and understandable for the majority of people with or without disabilities – in line with the Web Content Accessibility Guidelines.



At our Major Events this year, we celebrated Pride for the first time with our “Friday-Pride-Days” – this included on-court presentations and interviews, visual support through rainbow wrist bands and laces, and flying the Pride Progress flag at events. At the Cinch Championships at the Queen’s Club we piloted a partnership with Action Audio, providing those with visual impairments with a new and immersive way to experience better the action on court.

FURTHER STILL TO GO

In 2022 we reviewed both the accessibility of our Major Events and the workforce we deploy and we will now use this insight to implement improvements where necessary in 2023. Many of our communications and marketing colleagues have been specifically trained in communicating inclusively, and this cohort will be completed by the end of the year, as part of a wider project to improve inclusion training across the colleague base and wider workforce.

Making An Impact

We have recently worked with elite rugby player Jodie Ounsley. The Sale Sharks winger is the first profoundly deaf person to be selected to play for England 7s and she now has ambitions of achieving her lifelong dream of representing Great Britain at the Olympics. She is a vocal advocate of overcoming adversity, and the opportunity all sport presents to inspire others that there is always something out there for them. She has taken part in our Celebs Served Up Youth challenges.

HOW HAS PLAY YOUR WAY HELPED TO DRIVE INCLUSION IN TENNIS?

“Play Your Way is the embodiment of tennis opened up; encouraging people to play however and wherever they want. It’s about tennis where individualism is celebrated, inclusivity is championed, and everyone is invited. It’s enjoying tennis on your terms, no matter your age, gender, background or ability. Play Your Way is the change in how people think and feel about tennis in Britain – the change in how they interact with the game at every level and the change in attitudes; tennis is a sport “for me”.”



PLAY YOUR WAY IS THE CHANGE IN HOW PEOPLE THINK AND FEEL ABOUT TENNIS IN BRITAIN.

WHAT DOES THIS MEAN TO YOU?

“Getting involved in cross-sport opportunities has been such a positive experience! Growing up I have seen the huge benefits of being involved in multiple sports, it’s ultimately allowed me to grow into the athlete I am today. It also showcases to young kids that sport isn’t ‘one size fits all’... it’s so much more than that.”



TARGETED INTERVENTIONS FOR GREATER DIVERSITY

Specific interventions, over and above our focus on inclusion, to drive more rapid changes in diversity where they are most needed.



STEPS TAKEN

The Strategy was intentionally focused on driving a culture of “every day inclusion”. However, we know that culture change takes time and so we were also clear that there were some areas where immediate and direct intervention was needed to drive greater diversity as quickly as possible. At the start of the year, we collaborated with Sport England to identify our most urgent priorities and to develop our

plans in these areas. In recognition of the commitment and quality of our plans, based upon the principles set out in the Strategy, they agreed to increase our funding to £2.6m per year to fund programmes which will have the greatest impact on diversity and inclusion in our sport. This was an important external validation of our increased commitment to driving change in our sport.



Making An Impact

The LTA's SERVES programme is a sector-leading sport for development programme, funded by Sport England, which takes tennis and its benefits right into the heart of under-served communities, targeting those aged 5-18 with a clear focus on individuals living in the top 30% most deprived areas of the country. SERVES uses tennis to promote participation, inclusion, self-confidence, non-violence, gender equality and community cohesion.

We know that the COVID-19 pandemic disproportionately affected communities like these and so we worked hard with

our community partners to get the programme back up and running as quickly and effectively as possible when restrictions were lifted. Over the last year, since the end of lockdown we have significantly increased provision from pre-COVID levels, with record numbers of both SERVES venues (now over 400 from a pre-COVID high of 219) and participants (now over 14,000 from a pre-COVID high of 7,800).

The LTA SERVES programme was also shortlisted in the Tessa Jowell Community Award category for the 2022 Sports Industry Awards.

↑ 13%

Over the last year, the proportion of our once a year players who are disabled/have a long-term health condition has improved from 11% to 13%.

We have also begun the process, with the support of the Government, of investing over £30m in park courts, making them playable, attractive venues again. Park courts enable a more diverse player base across all demographics and, in particular, provide a more accessible route into tennis for those from under-served communities. We are also supporting more sustained parks play through our investment in the growth of Local Tennis Leagues, enabling players of similar standards to compete against each other outside the club environment.

As pandemic restrictions began to be lifted, we worked with our SERVES and Open Court venues – programmes enabling and encouraging players from under-served communities and disabled

↑ 44%

Over the last year, the rate of female participation has recovered from the impact of COVID, with the proportion of once a month players who are female improving from 30% to 44%.

players respectively – to ensure that getting these programmes back up and running at pre-pandemic levels of venues was prioritised. We achieved this and more, with the number of SERVES venues up by nearly 100% to over 400 nationally, and Open Court up to a record number of nearly 500 venues nationally.

At the women's Rothesay Classic tournament in June, we launched our She Rallies ambition to make tennis a truly gender balanced sport. This plan is based around three pillars of Participation, Workforce and Visibility. Progress is already being made: for example, as a result of our innovative partnership with the Girl Guides, over 500 Girl Guide leaders have been trained to deliver tennis and there have been over 9,000 resource downloads. To drive the visibility of



women's tennis, we have successfully bid to host the women's world cup of tennis, the Billie Jean King Cup, in November.

We know that one of the key areas where improvement is needed is in the diversity of our coaching workforce. This will take time to change but we have begun work in earnest which we believe will make a significant impact over time. We have established a grant and mentoring programme specifically targeting females, those from diverse ethnic backgrounds and disabled people and we are already starting to see changes at the beginning of the coaching pathway. For example, the proportion of female Accredited Coaches overall is 24% – but, last year, 35% of our Coaching Assistant/Level 1 learners – i.e. those starting out on their coaching career – were female and this year we want to increase that to at least 39%.

In performance, our Female Performance Coach Development Programme has worked with 24 female coaches over the past 2 years to give them enhanced experiences and a specific learning programme aimed at giving them the confidence

and skills to work at any stage of the performance pathway. We will launch a new cohort at the end of 2022. We are also in the process of developing a wheelchair tennis specific Senior Performance Coach Course for 2023, in order to create a larger pool of skilled coaches working with wheelchair players.

We are updating our qualification and education materials to ensure we are making a career in coaching as accessible as possible for disabled people. Many of our resources are now being dual published to ensure screen reader compatibility and all images uploaded directly into LTA Learn now have alternative descriptions included. There is also a weekly 'reasonable adjustments' meeting between the disability development and coach qualification teams to discuss how best to enable disabled candidates who require reasonable adjustments on courses.



FURTHER STILL TO GO

We will continue to prioritise increasing the diversity of our wider workforce – coaches, volunteers and officials. We have put in place strong foundations for improving what is necessarily a long-term objective – we now need to capitalise on these foundations.

This will be vital as large numbers of newly-invested-in parks come online. It is critical that we drive appropriate and accessible local programming which enables the broadest range of players possible to enjoy high quality local venues. We will also be working hard to continue to ensure greater diversity within the performance player base at the younger age groups through better links with our LTA Youth programme, which is built around inclusion.

Making An Impact

Sabrina Federici is the Head Coach at the Regional Performance Development Centre at Bolton Arena and was one of the first coaches to take part in the Female Performance Coach Development Programme. Over the past two years, 24 senior female coaches have taken part, giving them enhanced experiences and a specific learning programme aimed at building the confidence and skills to work at any stage of the performance pathway. We will launch a new cohort of this programme at the end of 2022.

HOW DID THE PROGRAMME HELP TO DRIVE INCLUSION IN TENNIS?

“I think that the programme really helped to build a network of female coaches that are all looking to progress their coaching in performance. The LTA have worked extremely hard and I’m very appreciative of all the skills and experience I have developed, as well as the opportunities and doors it has opened for myself and other female coaches in the country. Something that I feel strongly, though, is that the LTA can only do so much. It’s now down to those of us taking part to grasp the opportunity to walk through the now open doors. This is something I felt like I have done to put myself in the

position that I am in today. Something else I’ve learnt from the programme, and through personal experience, is the power of positive competitive opportunities for girls, but in an inclusive and friendly environment, so one thing I always implement for our younger Regional Performance Development Centre players is a girls only group on a weekly basis, where they can develop friendships and socialize but in an appropriately challenging performance environment.”

WHAT DOES THIS MEAN TO YOU?

“I really value girls’/women’s participation in tennis and sports as a whole. It’s really important to me to ensure girls don’t feel there is a barrier to them playing tennis or that they don’t belong. Something that strongly influenced my decision to go into coaching was having a female role model

who I looked up to when I was a player. The more performance centres which have a female coach in the team, the more it will influence and hopefully encourage more girls and females to participate in tennis, and maybe eventually get into performance coaching themselves.”



IT’S REALLY IMPORTANT TO ME TO ENSURE GIRLS DON’T FEEL THERE IS A BARRIER TO THEM PLAYING TENNIS OR THAT THEY DON’T BELONG.

HOLDING OURSELVES TO ACCOUNT

Making sure that we have the data to report openly on our progress and being transparent in order to learn from both where we do well and where we are weaker; as well as learning from those organisations and individuals considered to be leading the way on inclusion.



STEPS TAKEN

The publication of this first Annual Report reflects our ongoing commitment to being open and honest about the progress we have made and the challenges still facing us as we strive towards a truly inclusive sport.

We have developed a new improved approach to data collection on the demographics of our members,

volunteers and coaches in particular. This, together with an industry leading tracker which provides monthly player demographic data, enables us to be more responsive, more quickly, to emerging trends and issues, as well as being able to see the impact of inclusion related initiatives more clearly.



Making An Impact

Understanding what data show us about the diversity of our sport is essential to helping us target our interventions to drive both an inclusive culture and greater diversity. Over the last year, we have transitioned to a new Customer Relationship Management system in Salesforce, enabling us to improve data collection in relation to coaches in

particular; we have conducted a full audit of the diversity of our county committees; and we have surveyed our Board, Council and colleagues to understand their diversity better. This has enabled us to improve and expand the data table we published in our Strategy to include sexual orientation.

↑ 11%

11% of regular monthly players identify as lesbian, gay or bisexual.

Together with quantitative data, we are holding ourselves to account by regularly listening to and acting upon sometimes challenging feedback from key communities. In being open to these conversations, we received real insight into the experience of LGBTQ+ communities in tennis. This led us to work with a group of LGBTQ+ players, coaches, volunteers and officials to assist them in establishing Pride in Tennis – an independent representative group for individuals from the LGBTQ+ communities, launched at the National Tennis Centre in February. This was the start of a partnership which led to the celebration of Pride at our Major Events across the domestic season.

We are working more closely with bodies like Sport England, diversity focused organisations, and other National Governing Bodies, to try and ensure

that we stay at the forefront of best practice and understanding of inclusion related issues. This includes working with academic organisations like Manchester Metropolitan University to conduct external research into areas such as how the pandemic has affected disabled people's attitudes to sport and physical activity, in order to improve our provision for them.



FURTHER STILL TO GO

The Inclusion Strategy has never been static and we have never felt constrained by it. There has been more achieved in the last year than we set out in the Strategy and this will continue. The next year will include planning and preparing for our new business strategic cycle, and we will be ensuring that the ambition set out in the Inclusion Strategy continues to be central to that wider business strategy development. We will continue to improve the quality of our data and, critically, as we did with the establishment of Pride in Tennis, we will look to explore how we can work more closely with networks of people from other under-represented groups.

Making An Impact

Ian Pearson-Brown is the founder and Co-Chair of Pride in Tennis – an organisation working with the LTA to make tennis safe and inclusive for all LGBTQ+ players, coaches, volunteers, officials and fans so they can be their authentic selves with confidence and without prejudice.

HOW DO YOU HELP TO DRIVE INCLUSION IN TENNIS?

“Working in close partnership with the LTA in establishing ‘Pride in Tennis’ has meant that we have been able to hit the ground running since our launch in beginning to drive a more inclusive approach across the sport. The LGBTQ+ volunteers who have lived experience in the fields of coaching, volunteering, officiating and playing the sport have been able to influence decision making around all aspects of the LTA’s positive action linked to LGBTQ+ inclusion.



This includes:

- helping with the design of the pride version of the LTA logo;
- developing ideas for improving LGBTQ+ visibility around national events;
- acting as a critical friend in relation to LTA programmes and policies; and
- helping with education and awareness raising at every level of the game.

Working with the LTA has also given us the credibility and support to increase LGBTQ+ participation by supporting the foundation of more specifically LGBTQ+ inclusive tennis spaces in Cardiff, North London and Newcastle, alongside existing venues in South London, Manchester and Brighton. Hopefully this is just the start!”

WHAT DOES THIS MEAN TO YOU?

“As a passionate LGBTQ+ activist with lived experience of the barriers in sport for the queer community, it has been heartening to have seen the rapid cultural shift towards a broader and more intersectional approach to inclusion by the LTA. I believe they have the right

leadership and colleagues in place to make it an Equality, Diversity and Inclusion leader in sport, and our partnership could see the sport become one of the most inclusive and accessible for LGBTQ+ communities in the UK.”



REPORTING PROGRESS

In order to understand and monitor the impact of the strategy and to hold ourselves to account, we committed to continuing to publish and update the data we set out in the Strategy against key audience groups. We are very pleased that 15 (56%) of the 27 measures we included in the Strategy have shown improvement over the last year.

The table below sets out our current business data on each area. We said that we would improve this data where possible and, with this in mind, we have included this year an additional column showing the proportion of each audience group which is made up of lesbian, gay and bisexual (LGB) individuals. As before, we have used a Red/Amber/Green (RAG) rating to highlight the areas where we think the most significant progress needs to be made and which the actions outlined in the Strategy will address. We have also included last year's data in order to show the progress we have made. It is important to note that size of cohorts can change year on year, which affects demographic proportions, e.g. this year we significantly increased the number of players we support on our Performance Pathway.

We have continued to use the 2011 census for this year's comparator data in relation to gender, ethnicity and disability as the results of the 2021 census are not fully out yet. For the comparator for LGB individuals, given that there was no question in the 2011 census on sexual orientation, we have used the Office for National Statistics estimate from their Annual Population Survey:

- **50.9% of the population was female;**
- **14% of the population was from a diverse ethnic background;**
- **18% of the population reported having a long term health problem or disability (including related to age) that limited day-to-day activities; and**
- **3% of the population are lesbian, gay and bisexual.**

In order to arrive at a RAG rating, we used the following approach:

GENDER:

- From in line with or better than national demographic to within 5 percentage points
- From 6 percentage points under the national demographic to 15 percentage points under
- More than 15 percentage points under

ETHNICITY AND DISABILITY

Given the smaller proportions of people with these characteristics we have used narrower banding:

- From in line with or better than national demographic to within 3 percentage points
- From 3 percentage points under the national demographic to 6 percentage points under
- More than 6 percentage points under

SEXUAL ORIENTATION

Given this is the smallest proportion of the population, we have used the narrowest banding:

- In line with or better than national demographic to within 1 percentage point
- More than 1 percentage point under the national demographic
- More than 2 percentage points under the national demographic

	2022 GENDER	2021 GENDER	2022 ETHNICITY	2021 ETHNICITY	2022 DISABILITY*	2021 DISABILITY	LGB 2022	LGB 2021
BOARD 13 people	31% female (Red)	42% female (Amber)	15% from a diverse ethnic background (Green)	No member from a diverse ethnic background (Red)	8% disabled (Red)	No current data	No lesbian, gay or bisexual member (Red)	No current data
INCLUSION AND DIVERSITY ADVISORY GROUP 8 people	50% female (Green)	N/A	63% from a diverse ethnic background (Green)	N/A	25% disabled/long-term health condition (Green)	N/A	25% lesbian, gay or bisexual (Green)	N/A
COUNCIL 54 people	35% female (Amber)	38% female (Amber)	13% from a diverse ethnic background (Green)	10% from a diverse ethnic background (Amber)	15% disabled (Green)	No current data	9% lesbian, gay or bisexual (Green)	No current data
EXECUTIVE TEAM 5 people	40% female (Amber)	40% female (Amber)	20% from a diverse ethnic background (Green)	20% from a diverse ethnic background (Green)	No disabled member (Red)	No current data	No lesbian, gay or bisexual member (Red)	No current data
COLLEAGUES ~ 350 people	46% female (Green)	44% female (Amber)	10% from a diverse ethnic background (Amber)	9% from a diverse ethnic background (Amber)	12% disabled (Amber)	9% disabled (Red)	6% lesbian, gay or bisexual (Green)	No current data
OFFICIALS ~ 800-900 people	37% female (Amber)	35% female (Amber)	6% from a diverse ethnic background (Red)	3% from a diverse ethnic background (Red)	6% disabled (Red)	4% disabled (Red)	8% lesbian, gay or bisexual (Green)	No current data
ACCREDITED COACHES ~ 5,700 people	24% female (Red)	24% female (Red)	4% from a diverse ethnic background (Red)	4% from a diverse ethnic background (Red)	1% disabled (Red)	1% disabled (Red)	No current data	No current data
VOLUNTEERS ~ 11,500 people	49% female (Green)	45% female (Green)	3% from a diverse ethnic background (Red)	5% from a diverse ethnic background (Red)	5% disabled (Red)	6% disabled (Red)	2% lesbian, gay or bisexual (Green)	No current data
PLAYERS – PERFORMANCE PATHWAY 138 people	48% female (Green)	49% female (Green)	19% from a diverse ethnic background	26% from a diverse ethnic background (Green)	12% disabled (Amber)	20% disabled (Green)	No current data	No current data
PLAYERS – PARTICIPATION MONTHLY From our tracker data: ~ 1.7m people	44% female (Amber)	30% female (Red)	22% from a diverse ethnic background (Green)	20% from a diverse ethnic background (Green)	20% disabled (Green)	18% disabled (Green)	11% lesbian, gay or bisexual	No current data
PLAYERS – PARTICIPATION YEARLY From our tracker data: ~ 4m yearly	44% female (monthly)	40% female (Amber)	27% from a diverse ethnic background (Green)	22% from a diverse ethnic background (Green)	13% disabled (Amber)	11% disabled (Red)	13% lesbian, gay or bisexual	No current data

Board and Council members, and employees, are generally counted once in the most senior role they are in, e.g. the CEO and Financial Director are counted on the Board. The one exception to this is the Inclusion and Diversity Advisory Group as half of its members are also from Board/Council and so removing them would distort the representation of the Group significantly.

