

# ANNUAL REVIEW 2015



ANNUAL REVIEW FOR THE  
YEAR ENDED 31ST DECEMBER 2015



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Welcome to the Lawn Tennis Association's 2015 Annual Review which provides an overview of British Tennis in 2015. The LTA Finance and Governance Report is available to view online at [www.lta.org.uk](http://www.lta.org.uk)

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“**T**ennis has long been part of British history. But in 2015 a new chapter was written: this was the year that Great Britain won the Davis Cup, becoming world champions for the first time in 79 years.

This momentous achievement was an advert for British tennis, raising the profile of a sport that has been in long term decline. Over the last decade, 150,000 fewer players take to the tennis court each month, a trend that is fuelled – in part – by recent pressure on disposable incomes, the deterioration of tennis courts in parks and a troubling acceleration in the number of children choosing games consoles over rackets. We must stem this decline. And we must build on the success of today's Davis Cup stars to inspire and nurture the next generation of players, whether they want to be the next Andy Murray or a county champion.

Our mission is to ensure tennis has a place in Britain's future by getting more people playing, more often. To achieve this, we are committed to reviving the long-term health of British tennis by changing our focus, our culture and our infrastructure. The roadmap to delivering that change has been set out in the British Tennis Strategic Plan. Over the last year, we have been working hard to deliver the first year of the plan and every activity in this review has moved us a step closer to our mission.

But we cannot do this alone. We would like to thank the thousands of partners and volunteers that have worked with us to deliver these achievements over the last year. Through new partnerships with 34 local authorities, we have together taken significant steps towards opening up park tennis courts to all. For every £1 we have

invested in community tennis, we have leveraged approximately £5 in partnership funding.

We have signed a new agreement with Local Tennis Leagues to deliver community tennis leagues at scale across the country. Through the Great British Tennis Weekends, launched in celebration of Andy Murray's epic Wimbledon triumph and with the help of over 1,000 venues we have put rackets in the hands of 50,000 people by offering fun ways for young families to try the sport for free.

Our professional grass court events are a shop window of our sport and this year with the help of partnering venues, we staged no less than nine events in six different cities in the four weeks leading up to Wimbledon. We saw record attendances at The Aegon Classic in Birmingham and The Aegon Championships at the iconic Queen's Club in London. Every Davis Cup tie was sold out and 5 million fans tuned in to watch the memorable final from Ghent, Belgium. ATP players also selected our Aegon Championships as the ATP World Tour 500 Tournament of the Year in its inaugural year at the prestigious 500 level.

British fans were treated to an exceptional year of individual performances on the world stage. From Andy Murray finishing as world No.2 to Jordanne Whiley winning no less than four Grand Slam titles in wheelchair tennis, the performance of our players has been outstanding. Our role is to now build on this record to continuously support and develop players that are capable of winning at this level.

Against a backdrop of British successes on the global stage and a commitment to continue delivering against our mission, there is a lot to look forward to in 2016. Together, we will bring the sport that we all love to many more people.”



**Cathie Sabin**  
President



**David Gregson**  
Chairman



**Michael Downey**  
Chief Executive



***OUR MISSION:**  
GET MORE PEOPLE  
PLAYING TENNIS  
MORE OFTEN*

***OUR PURPOSE:**  
TO ENRICH LIVES  
THROUGH TENNIS*

# ABOUT US

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

We represent the interests of over 570,000 British Tennis Members, men and women, girls and boys across the country, playing on more than 23,000 courts.

As participation in tennis continues to decline, now more than ever the LTA's role is to support and improve the long-term health of the game, driving participation at the grassroots.

Over the last two years, we have been working hard to improve the foundations of British tennis by shifting our focus and changing how we spend money. That includes investing in local tennis communities and working with a broad range of partners to grow the game in clubs and schools.

Working in partnership with the Tennis Foundation, we have provided tennis provision for more than 20,000 schools and disadvantaged youth, as well as promoting tennis as an inclusive sport for anyone with a disability. We also work closely with Tennis Scotland, Tennis Wales, the All England Lawn

Tennis Club, Sport England, David Lloyd, Virgin Active, Greenwich Leisure Ltd (GLL), our commercial sponsors and suppliers, local authorities, clubs and many more organisations and tennis delivery partners who share our passion to grow the game.

We run and support a network of 10,642 approved tournaments for players of all ages. The corner-stones of these tournaments are five grass court pro events leading up to Wimbledon; The Aegon Open in Nottingham (a men's 'ATP' event and a women's 'WTA' event), The Aegon Classic in Birmingham (WTA), The Aegon Championships, at The Queen's Club, London (ATP) and The Aegon International, held in Eastbourne (WTA), all of which are title sponsored by Aegon, our lead Partner who is helping transform the sport in this country.

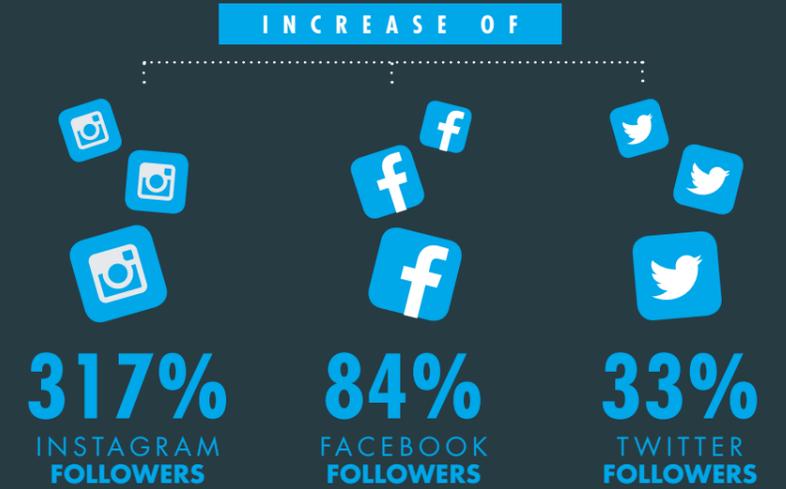
Delivering impact at a local level is critical to our success and we work closely with the LTA Council and County Associations to achieve this. The LTA Council is made up of a representative from each English county, Tennis Scotland and Tennis Wales and other organisations involved in tennis. The Council plays an important role in linking the work of the LTA centrally with its support for volunteers, coaches and parents in helping to get more people playing tennis more often.



# KEY HIGHLIGHTS

## 2015\*

\*ALL INFORMATION CORRECT AS OF END OF 2015



SOURCE: ACTIVE PEOPLE SURVEY

**54,000**  
BOOKINGS

**2,121**  
NEW ACCREDITED  
COACHES

**£11 MILLION**  
INVESTED

IN  
**68 PROJECTS\***

WHICH WILL DELIVER

**231**  
NEW OR  
REFURBISHED TENNIS COURTS

\*THESE ARE FUNDS COMMITTED IN 2015 AND INCLUDE LOANS, GRANTS AND PARTNERSHIP FUNDING



LAUNCHED WITH  
**1,400**

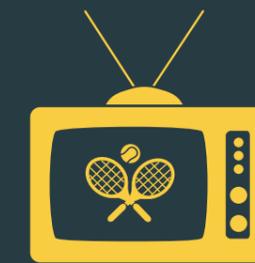
NOMINATIONS

ACROSS **8** NATIONAL CATEGORIES

GENERATED  
**£2.8 MILLION\***

\*ADVERTISING EQUIVALENT VALUE

WORTH OF TENNIS  
COVERAGE IN  
LIFESTYLE MEDIA



**5 MILLION**  
DAVIS CUP FINAL  
TELEVISION VIEWS

**3**  
DAVIS CUP  
HOME TIES

STAGED & SOLD OUT

WITH  
**65,000**  
FANS ATTENDING

ONTO AT

**1,800** **1,030**

GREAT BRITISH TENNIS WEEKEND EVENTS TENNIS VENUES NATIONWIDE

WITH

**14%**  
CONVERTING TO A TENNIS CLUB MEMBERSHIP

**140,000**  
JUNIORS  
TOOK PART IN THE  
MINI TENNIS  
PROGRAMME

**16**  
LOCAL TENNIS  
LEAGUES  
CREATED BRINGING TOTAL TO  
**89** WITH **5,000** PLAYERS

**2,300**  
WOMEN  
TOOK PART IN A  
TENNIS TUESDAY

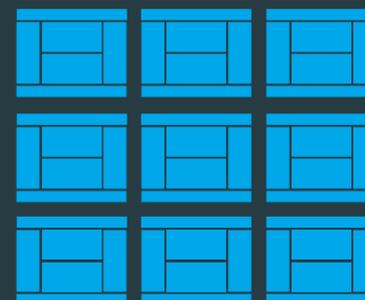
PROGRAMME

IN OVER  
**100**  
VENUES

ACROSS ENGLAND,  
SCOTLAND AND WALES

**9** PROFESSIONAL  
GRASS COURT  
TOURNAMENTS  
STAGED BY LTA  
& PARTNER VENUES

IN 4 WEEKS



RECORD ATTENDANCES AT

AEGON CHAMPIONSHIPS  
AEGON CLASSIC &  
ATP WORLD TOUR FINALS



AEGON CHAMPIONSHIPS

AWARDED

ATP WORLD TOUR  
500 TOURNAMENT  
OF THE YEAR

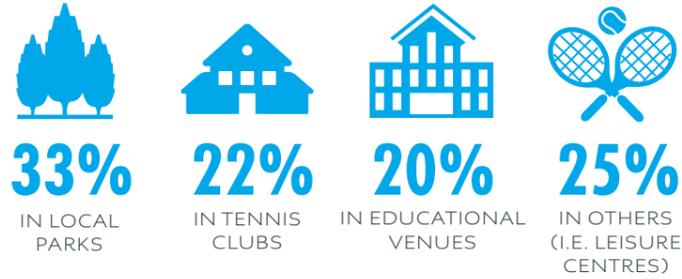
**3,500**  
TEACHERS  
TRAINED BY THE  
TENNIS FOUNDATION  
TO DELIVER TENNIS

IN SCHOOLS

# BRITISH TENNIS TODAY\*

\*ALL INFORMATION CORRECT AS OF END OF 2015

## 5 MILLION PEOPLE PLAY TENNIS AT LEAST ONCE A YEAR



SUPPORTED BY LTA & THE TENNIS FOUNDATION



730,800 MONTHLY PLAYERS

445,200 WEEKLY PLAYERS



SOURCE: ACTIVE PEOPLE SURVEY 9



SOURCE: ACTIVE PEOPLE SURVEY 9

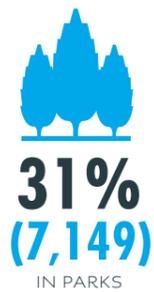
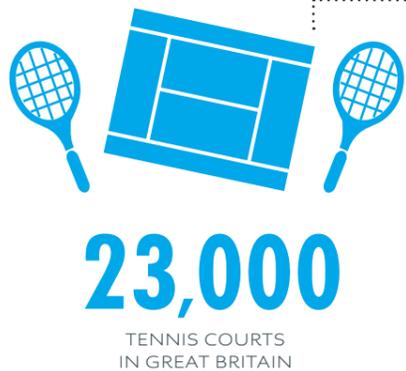
OVER 200 VENUES PART OF THE TENNIS FOUNDATION'S DISABILITY TENNIS NETWORK



- The Championships: Wimbledon
- 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
- World Deaf Tennis Championships
- NEC Wheelchair Tennis Masters



AND... ONE DAVIS CUP TROPHY



# 1

## **SECTION ONE** HISTORY HAS BEEN WRITTEN

Great Britain: 2015 Davis  
Cup Champions



# HISTORY HAS BEEN WRITTEN

## CONGRATULATIONS TO THE DAVIS CUP TEAM

Tennis has long been a source of British pride. But for many, 29th November 2015 has a place in history as one of the greatest moments in British tennis. It was the momentous day that Great Britain won the Davis Cup by BNP Paribas for the first time in 79 years.

Throughout the year, the achievements of the British team captured the imagination of the nation. Their world-class performances had millions of fans and television viewers on the edge of their seats, cheering the team to victory.

The carnival-like atmosphere of each tie has been well documented, with fans raising the roof at the Emirates Arena in Glasgow, The Queen's Club in London and across the channel at the final in Ghent, redefining traditional images of a tennis crowd.

Five years ago the team embarked on their journey to win the Davis Cup. That journey is complete. Great Britain are world champions.

“  
*IT'S ONE OF  
THE MOST  
SPECIAL  
ATMOSPHERES  
I'VE EVER  
PLAYED IN.*”

ANDY MURRAY



# CAPTURING THE EXCITEMENT

Throughout 2015, the world-class performances of the British team provided inspiration and excitement to the masses. Mainstream television coverage of all four ties, including the final, brought that excitement into the homes of millions of fans throughout the year.

Yet with this interest also came responsibility: the eyes of the tennis community were on the LTA to see how we would capitalise on this unique moment for British tennis. It presented an opportunity to get more people engaged with the sport and out on the court.

Over the course of the year we used social media to make the most of this opportunity, bringing together fans to show their support for the team and for tennis. The Twitter hashtag #backthebrits was widely adopted by fans, players and celebrities. We kept fans engaged and involved by regularly posting behind-the-scenes videos and images of the team on social media channels. We even gave fans on Twitter a world-first with the chance to have their name printed on the team's practice shirts.

In the run up to the final, our 'Write your Name into History' campaign was designed to put fans front and centre. We invited fans to tweet their support to be in with a chance of getting their name printed onto the tracksuit worn by the team at the closing ceremony. They responded in their thousands, with 2,800 fans entering the competition and 1.1million views of our campaign video.

We also gave almost 500 clubs and venues a free resource pack to help them create mini fan zones, run social events and run

competitions all designed to attract new members. Over in Ghent, we gave bars and pubs support packs to help them create a great atmosphere for fans who had travelled to Belgium. A local Belgium club also played host to The Shrewsbury Club and Surbiton Racket and Fitness Club as part of a growing Twinning initiative.

This set the stage for a final that, despite being overseas, had millions of fans on the edge of their seats. Over 5 million people watched the tie on television, 1 million fans engaged with British tennis on Facebook, there were 6 million views of the videos we made and shared and 51% of people visiting the LTA website were new users.

As we move into 2016, we will continue to use this unique opportunity to raise awareness of tennis and to inspire more people to play tennis more often. Central to this will be the biggest ever initiative to drive junior participation.

Ten thousand introductory free junior tennis courses and ten thousand free rackets will be offered to boys and girls across the country. The lessons will be delivered by a team of 1,000 passionate and inspirational coaches. Sign up for courses will go live ahead of the first round Davis Cup tie in March.

We will also co-ordinate a national Davis Cup Trophy tour. More than 80 different venues will have the chance to host the trophy in their local community, park or club, with some surprise visits from team members. We want every county to receive a visit from the trophy to thank as many people as possible for their support for the team over the past year.



***"THE WHOLE TEAM CARES PASSIONATELY ABOUT OUR SPORT. WE ACTIVELY WANT TO MAKE A DIFFERENCE IN CAPITALISING ON THIS UNIQUE OPPORTUNITY TO GET AS MANY KIDS ON COURT AS POSSIBLE."*** LEON SMITH

# INSPIRING PLAY

The Davis Cup effect seems to have taken hold in Glasgow. Shortly after the semi-final tie against Australia – which was held at the Emirates Arena in Glasgow – new figures showed attendances at Glasgow’s public tennis courts were at an all-time high.

A combination of a multi-million pound national investment programme the continuing success and global profile of Andy and Jamie Murray, and the two Davis Cup ties in the city are thought to be behind the rise. Over the past three years, more than £5.4million has been invested in tennis facilities across Scotland, representing more than 100 new or resurfaced courts now available for use. Funding for the new courts has come from a variety of sources including the Lawn Tennis Association, Tennis Scotland, the Tennis Foundation, local authorities including Glasgow City Council and sportscotland. Around £1.5million has been spent on 18 new and improved courts in Glasgow.

In December, the Active People Survey data for the period October 2014 – 2015 also showed a rise in the number of people in England playing tennis regularly. The number of weekly players has risen by 16% compared to the previous year.





# 2

## **SECTION TWO** BRITISH TENNIS STRATEGIC PLAN

# BRITISH TENNIS STRATEGIC PLAN 2015 - 2018

Great Britain is a tennis nation. But over recent years, the number of people playing the sport has been falling. While many factors are contributing 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.

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 green-shoots are appearing. At the end of 2015, the number of people playing tennis regularly increased compared to 2014, with 16% more weekly players and 5% more monthly players. While we have a long way still to go, progress is being made.

By continuing on the path we now follow, we are confident that we can make a significant impact on the long-term health of our sport.

Our ultimate mission is simple: we want to get more people playing, more often.



### Focus areas

The British Tennis Strategic Plan has three focus areas: Communities (led by parks), Clubs and Education. Our aim is to make sure that these places offer the right facilities, access and support so that anyone, of any ability, can play tennis in a place that suits them.

We have identified six 'strategic drivers' which together will help us succeed in our three focus areas:

### Drivers

#### Become more relevant to coaches

– adding value and support to coaches so that they can deliver the best possible tennis experiences. Enhancing coaching career opportunities so that we attract new coaches to the game.

#### Refocus on recreational competition

– offering fun, local and team-based competition for those who want more than social tennis, but don't want to compete seriously.

#### Results oriented facility investment

– creating places to play that are welcoming, accessible and encourage players to return more regularly.

#### Apply best in class marketing and promotion

– using insight-led marketing to promote tennis to existing and new audiences and to put tennis, and specific tennis programmes, top of mind.

### 'Jump start' the peak summer season

– using the 'shop window' of the British grass court season to inspire players to get out on court earlier in the season.

### Establish a 'no compromise' High Performance programme with focus

– channelling more support towards fewer players, working with those who have the potential and hunger to make it to the very highest levels and in turn inspire others to play tennis.

### Enablers

Underpinning the whole strategic plan are our 'enablers'. They are the engine room of the LTA and ensure that we operate in the most efficient and effective way, and that we work in partnership with everyone who shares the same mission. This includes better supporting the invaluable work of the 25,000 volunteers who are the backbone of British Tennis.

We know that we have a lot of work to do to turn our sport around and achieve sustainable growth. We also know that this work can be best achieved by working alongside the many people and organisations who have expertise in delivering tennis. That is why this plan is called the British Tennis Strategic Plan and not the LTA Strategic Plan. Together, we can improve the sport we are so passionate about and get more people playing tennis more often.

## OUR VALUES

*In 2015 we launched a new set of Values – Teamwork, Integrity, Passion and Excellence - for every LTA Colleague. These Values will guide how we deliver the British Tennis Strategic Plan over the coming years 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. For us, these Values are as important as our strategy which is why we are committed to making sure they are not just words we talk about, but behaviours that we all understand, recognise and 'live and breathe' every day.*



# 3

## **SECTION THREE** A YEAR IN BRITISH TENNIS

# FOCUS AREAS



## FOCUS AREA 1: Building partnerships in the community

Making better use of the 7,000+ park tennis courts that exist in communities across the country is a priority for us. A third of people play tennis in parks so in order to grow the game, it is imperative that park tennis courts are as accessible as possible.

Key to this is establishing successful partnerships with the organisations that have the expertise and passion to deliver tennis locally. This includes working with local authorities who own these courts as well as leisure trusts, sole operators and clubs that have local expertise.

In 2015 we developed a total of 34 partnerships with local authorities. We shared our knowledge about online court booking software, pricing structures and court access systems that make it easier for players to access courts. In some cases we also provided funding to help bring tired courts and facilities back to life.

Together we have identified several operating models that allow tennis to be part of the solution to the financial and community health challenges that local authorities face. By demonstrating the benefits that proper management of tennis courts can bring, we have also helped unlock funding. In 2015 the local authorities we worked with invested £1.2million in tennis provision.

Over the next three years we aim to scale up the number of local authorities we work with and will continue to invest in great people who lead by example. By 2018 we aim to have partnership agreements in place that cover 70% of all community venues with three or more courts.

**Case study:  
Redeveloping urban courts**

Our work with Sheffield City Council has shown the benefits of partnership working and how we can use our insight, expertise and networks to help find sustainable win: win operating models that benefit those who want to play tennis in their community and those who want to deliver it.

Against a backdrop of unprecedented funding cuts, local authorities across the country have had to make tough decisions about funding for critical services. Sheffield City Council is no different and with critical services at risk, tennis provision was not considered an immediate priority.

Despite this, the forward-looking council were willing to take part in a three month pilot study with us to see whether a regeneration strategy for tennis could be developed that was sustainable and help provide health and social benefits to the community.

We used our 'on-the-ground' knowledge to bring together a team of local partners involved in tennis delivery including clubs, universities, colleges, coaches and other organisations such as the County Sports Partnership and Premier League for Sport. Together we developed a framework to grow tennis in parks across Sheffield.

By working in partnership we have secured commitment and investment from a range of partners which has led to a regeneration of tennis facilities across the city. This includes a £14million regeneration project to improve facilities



including building two new indoor courts, LTA match funding with the council to resurface and paint 8 park courts and Sport England investment of £300,000 in three club venues to improve facilities.

The pilot delivered exciting results. Nearly 6,000 individual court bookings were made across the city between June and September, equating to almost 15,000 playing hours. Over 1,000 unique players picked up a racket to play tennis and over 400 coaching sessions were booked between July and September. Clubs have benefitted from the investment as well, with an 8% rise in memberships across five focus clubs.

**Case study:  
Redeveloping urban courts**

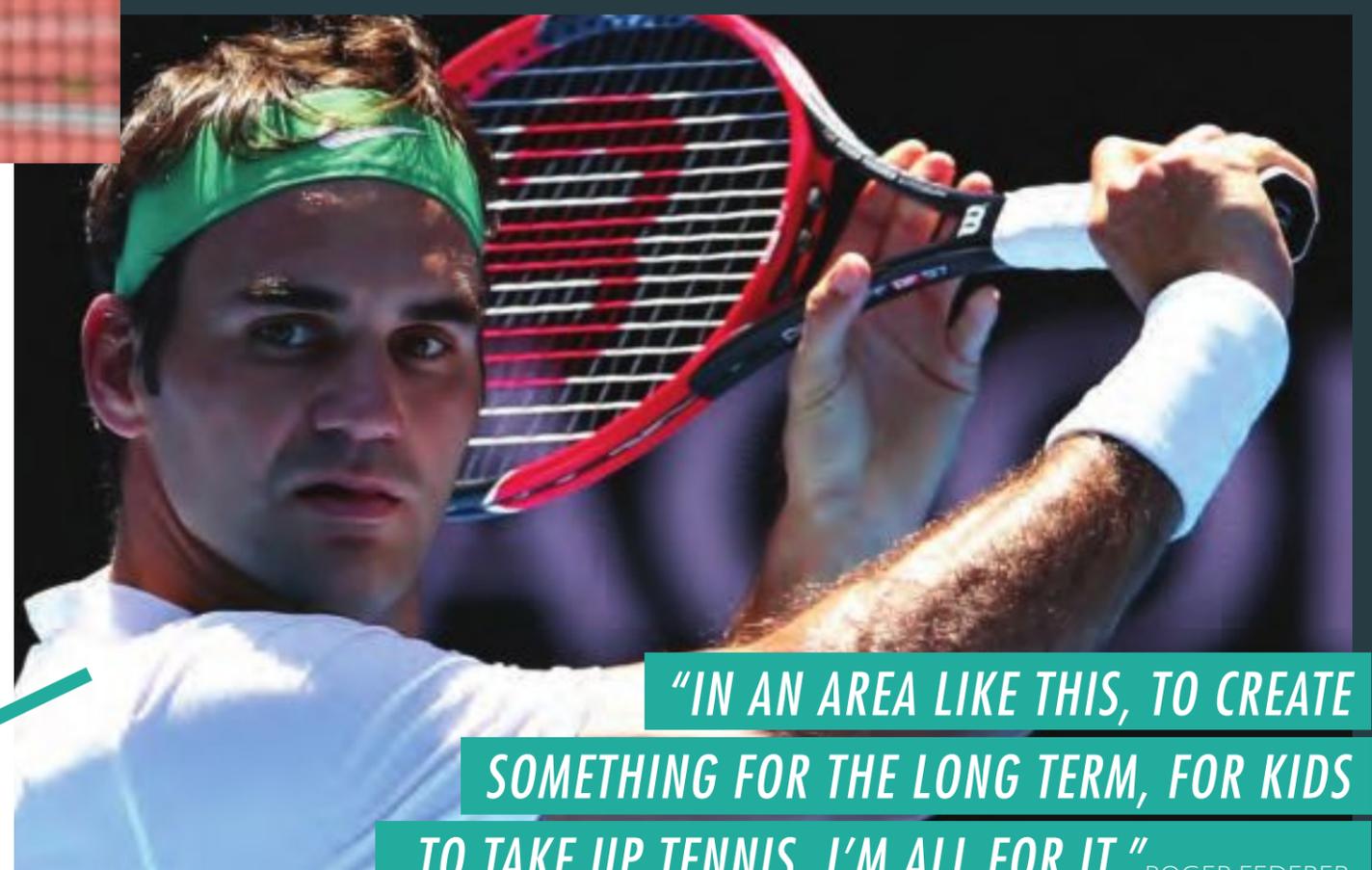
Throughout 2015 we have been working with Southwark Council to develop a 15 year vision for tennis across its community with the aim of generating income for the Council and to help their residents be more active.

A partnership between Nike, Southwark Council and the LTA has led to the resurfacing of three courts in Bermondsey, an inner city area of London. The courts have been designed to get more people in the area playing tennis by challenging traditional perceptions of the sport, opening up tennis to a wider audience. They are painted in bright 'non-traditional' colours and one court allows players to draw their own markings

and lines, allowing them to have fun with tennis and rewrite the rules if they choose.

The new courts were launched in June with a two week programme of activity for members of the local community, led by Nike. Just one week before the start of The Championships, Wimbledon, star appearances from Roger Federer, Serena Williams and Kyle Edmund helped raise the profile of these newly surfaced courts to local residents.

The success of this activity has been the catalyst for the Council to deliver a long term sustainable business plan for two more of its park sites in the borough, helping open up tennis opportunities to even more community members.



**"IN AN AREA LIKE THIS, TO CREATE SOMETHING FOR THE LONG TERM, FOR KIDS TO TAKE UP TENNIS, I'M ALL FOR IT."** ROGER FEDERER

## FOCUS AREA 2:

### Delivering great service to clubs

Clubs are the backbone of British Tennis, providing a place to play for over 680,000 players in almost 2,700 clubs. Throughout 2015 we have been focused on improving our service to clubs so that together we can achieve our shared desire to get more people playing tennis more often.

Key to this is making sure clubs are fully aware of all the services we provide to help them. This year we produced and issued to all clubs our new 'First Service' guide which collates all the benefits and services we offer clubs in one place.

With the majority of clubs run by volunteers, financial support to improve facilities is another way we can help clubs thrive and attract new players. This year we've reduced the red tape for loan funding and grant applications and have committed around £5.9million to a total of 78 clubs to improve their courts and facilities.

We also provide support by developing programmes that attract new players

and tempt existing players to play more often. Our Great British Tennis Weekends once again proved popular with clubs this year. 1,030 venues hosted a Great British Tennis Weekend with 1,800 events taking place, giving thousands of people the chance to try tennis for free in the run up to the summer season. We offer clubs many more 'tried and tested' programmes that they can offer to their membership, including the Quorn Family Cup which over 330 clubs took part in during 2015 to provide a fun and social family competition.

Communication and support is central to how we work with clubs and this year we have worked hard to improve in this area. We have continued to run our club forums, visiting clubs around the country to hear from the volunteers and club administrators about the challenges they face so that we can understand better how to help clubs to thrive. The 62 Spring Venue Forums and 64 Autumn Venue Forums were attended by almost 3,500 people.





### FOCUS AREA 3:

#### Enhancing tennis offer in education

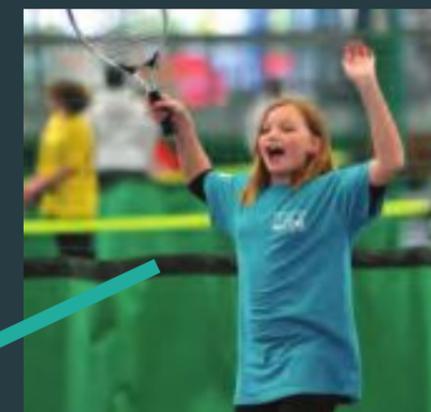
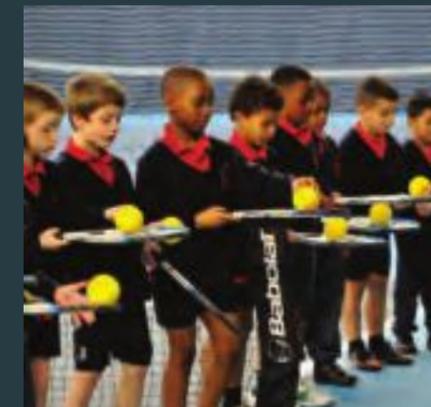
Education is a key strand of the British Tennis strategy. It is fundamental to our ambitions to get more people playing tennis more often and to ensure that growth in our sport is sustainable. We work in close partnership with The Tennis Foundation, Great Britain's leading tennis charity which aims to provide opportunities to encourage people to maximise their potential through tennis, to help more young people play tennis in schools, colleges and universities.

In 2015 the new Tennis in Education Strategy for 2015-2018 was launched by the Tennis Foundation, setting out how tennis will be delivered in early years, schools, colleges and universities. The strategy has four objectives: to develop the physical literacy of young children; to retain the interest of teenagers in sport; to use tennis to help develop further and higher education students' skills and improve their employability and work-readiness; and to champion the power of sport to deliver social change.

The schools programme continues to grow in strength and depth, with over 20,000 schools now supported to deliver tennis to their pupils. To provide more support in secondary schools, this year the 'Beyond the Baseline' programme was launched which aims to nurture pupils' aspirations and put them on the path to achieving them. Through playing tennis and hearing from inspirational tennis mentors, young people learn new skills which are known to be valuable to employers and universities. 14 schools and 152 pupils took part in the academic year 2014-2015 and the programme will be rolled out to 27 schools in 2015-2016.

The University Tennis programme has also continued to develop, with 63 universities now being supported to deliver tennis, along with 259 colleges.

To see the Tennis in Education Strategy, and to read more about the work of the Tennis Foundation, visit: [tennisfoundation.org.uk](http://tennisfoundation.org.uk)





# DRIVING PLAY

We have identified six 'strategic drivers' which will help get more people playing tennis more often in communities, clubs and education.

## 1. Become more relevant to coaches

Coaches are the frontline of our sport and are often the first person a potential player will come into contact with. Over the last year our aim has been to deliver relevant content and information to as many coaches as we can, so that they have the right support to provide quality on-court experiences and to ensure their businesses thrive.

A series of 23 coach forums were held in the spring, attended by over 1,000 coaches. These forums equipped coaches with the information they need to align their work with the British Tennis Strategic Plan and provided on court training promoting quality delivery of Mini Tennis programmes.

Once again, the annual National Coaching Conference was held in June at the National Tennis Centre. The event was attended by 250 coaches and the theme of 'Quality on-

court coaching: Building the future of British Tennis' built on the coach forums earlier in the year. The appetite for this support was evident in the 96% satisfaction rate from coaches who attended.

The conference was also the platform for the second year of the Aegon Annual Coaching Awards, which were presented by Aegon and Greg Rusedski. Coaches were recognised for their commitment, dedication and inspiration across seven award categories which will now go forward into the Aegon British Tennis Awards.

As we grow the number of people playing tennis, it is also vital to grow the number of coaches. Over the year 3,406 coaches undertook qualifications which included 2,121 people who began their coaching career through obtaining a Level 1 award.

## 2. Refocus on recreational competitions

### Adults

Our research shows that adults enjoy some friendly competition and one way that we could encourage people – particularly those who aren't club members - to play tennis more often is by giving them the chance to get a bit competitive!

This year we agreed a four year partnership with Local Tennis Leagues, an organisation which runs local, fun, regular singles leagues tennis for players of all standards on park tennis courts. Over the last year, we have set up 16 new leagues – taking the total number to 89 – and increased the number of players in these leagues to just under 5,000. These 89 leagues make use of over 1,000 park courts across the country and in 2016 we aim to significantly grow the number of leagues and players.

Alongside this, we've been able to use our resource to develop a more user-friendly website and marketing material, so that together we can accelerate the growth of these popular leagues.



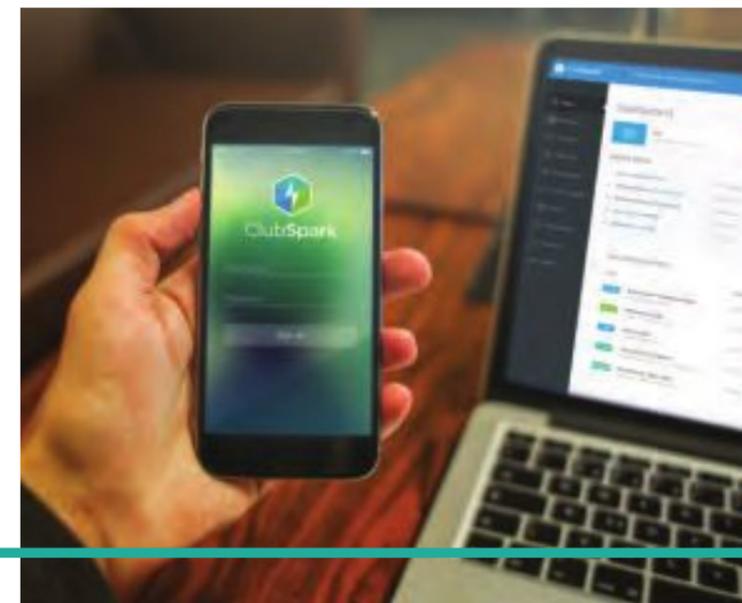
## 3. Boosting infrastructure to create better places to play

We help create places to play tennis that are welcoming, accessible and encourage players to return more regularly.

Earlier this year we launched the new Facility Funding Guide to make it clearer to clubs and venues how we can help them develop their facilities. We also revised the process for applying for grants and loans, to reduce the 'red tape' as much as possible and to make it easier for smaller venues to access funding.

During the year more than £11 million was committed by the LTA and our partners to develop tennis facilities across the country. This leveraged funding included support from Sport England, Local Authorities and leisure facility providers and delivered improvements to facilities on 68 sites. This funding was for a range of projects, from smaller-scale improvements such as installing floodlights and resurfacing courts, to large scale projects such as building indoor courts and relocating clubs to new premises. In total 231 new or refurbished tennis courts were delivered with LTA and partner funding.

In 2016 we will continue to review our funding process to ensure we maximise the facilities funding we have available, to deliver facilities project that help get more people playing tennis more often.



### Technology

Technology plays an increasingly important role in providing accessible tennis facilities. In 2015 we finalised the development of our pioneering 'Clubspark' software which is available, free of charge, to all registered tennis venues. The software allows venues to manage bookings and data effectively. It allows players to book courts, events and activities online, helps players find other people to play with, allows venues to identify busy and quiet times for their courts and allows them to easily design and send e-newsletters and to publish their events to the LTA website. The software also allows us to aggregate all the data from venues and analyse it to see trends that might inform future activity.

Key fob systems have also been trialled by several local authorities that we have been working with. A key fob opens up the gates on a tennis court, increasing the ease with which players can get on court. Trials with this system have so far proved very effective. A small annual 'per family' charge provides a family with unlimited access to tennis courts whilst creating a sinking fund which covers court maintenance.

LED floodlights are also being trialled in several locations across the country. The technology offers 'instant' light rather than the warm up time required by existing floodlight technology. We are working with Sport England to test the benefits of LED technology and will use the results to inform our investments in 2016.

### Juniors

Our research shows that many juniors also want to play competitive tennis that is fun, local and team-based. Throughout 2015 we have been researching, trialling and testing a variety of formats in clubs to see which have the most potential to bring new juniors into the sport, encourage existing players to play more often and are most appealing to clubs.

#### This has included piloting:

- Junior Club Nights which are also open to non-members to gain scale and reach new players
- Junior Competition Festivals - half day, fun themed competitions designed to harness the excitement of Grand Slams, major tennis tournaments and other calendar moments throughout the year
- Junior Team Challenges – junior teams competing against other local teams of friends, either within clubs, or at other venues.

Trials are almost complete and in 2016 we will work closely with clubs and in venues to roll-out some of these formats on a wider scale.



### LTA Rewards App

In 2015 technology played a central role in the pilot of a new loyalty scheme to encourage people to play tennis more often. 'LTA Rewards' is a smartphone app that uses GPS to allow a player to 'check in' on court. The more they play, the more points they collect which can be exchanged for prizes such as high street vouchers and discounted sports equipment. The innovative app also supports healthy living more generally. It can be linked to existing fitness apps, meaning points can be generated by doing other forms of fitness, as well as tennis.

The pilot ran in four different London boroughs between May and September. Alongside this we also 'geo fenced' all 2,662 LTA registered venues in Great Britain, allowing anyone with the app to generate points at these venues.

Results showed a strong appetite for the app, particularly amongst 21-49 year old women, which was downloaded 1,675 times. Tennis activity was recorded at 681 tennis venues that were 'geo fenced', showing an interest that stretched far beyond the four pilot areas. In 2016 we will work with coaches, clubs and local authorities to raise awareness of the app so that we can scale up its use and incentivise people to play tennis more often.



### Case study: Developing tennis in rural areas

In the south west of England, our funding has been having a significant impact on many rural locations. Two years ago, we started working with a group of volunteers in a place called Wellow Valley, near Bath. We discussed how our funding could contribute towards building some fit for purpose community sports facilities.

Two years later, and with financial support from the LTA, Avon LTA, Sport England and community funds, the village now has 2 new floodlit tennis courts, a junior football pitch, cricket nets, an outdoor gym & boule area. The tennis coaching is linked to Bath University and the site uses technology created by the LTA - an access system & ClubSpark - to allow people to join, pay for & book courts online and to access courts. The site officially opened in August and in less than 12 weeks more than 250 people had paid and are now benefitting from joining the site and playing tennis.

#### 4. Apply best in class marketing and promotion

2015 was an exciting time for us as we invested more time and resource in making tennis more visible to those who might not normally think about tennis. Key to this was raising the profile of the sport amongst broader audiences by getting exposure for tennis in the media outside of the traditional sports press. Coverage for tennis was secured in magazines such as Glamour, Vogue, Elle and Hello! and on programmes such as Good Morning Britain, BBC Radio 1 and BBC Breakfast – media outlets that our research has shown are read and watched by those that would consider taking up tennis.

We also increased our online activity, putting more resource than ever before behind our Twitter, Facebook, Instagram and YouTube profiles. We created content designed to inspire and excite fans, giving them access to unique footage – such as behind the scenes Davis Cup team interviews – and generating two way conversations between fans and British Tennis, helping fans to feel more engaged than ever before and a part of British Tennis.

Our sponsors, partners and suppliers continue to play a 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, Babolat, Europcar, Hackett, La Manga, LATAM Airlines Group, Moët & Chandon, Quorn, Rado, Ricoh, Thomson Reuters, Umag Tennis Academy and Virgin Active.

#### 5. 'Jump-start' the peak Summer season

The LTA's series of grass court events in June are the shop window of our sport and a vital part of the British Tennis calendar. In 2015 our aim was to use these events to get people talking about, and playing, tennis earlier in the season, before the traditional 'peak' of activity in July. This way, they can make the most of the summer weather and play for longer.

In 2015 an extra week was added between the end of the French Open and the beginning of The Championships, Wimbledon. This new extended calendar gave us a six week window to showcase British grass court tennis to the world and to inspire and excite fans and players.

During that time we put on nine tournaments across the country, including six new events. They attracted some of the world's finest players including Murray, Nadal, Wawrinka, Raonic, Dimitrov, Ferrer, Kyrgios, Simon, Ivanovic, Halep, Lisicki, Kerber, Azarenka, Kvitova, Radwanska and Wozniacki as well as our Aegon GB Davis Cup stars and very own Heather Watson, Jo Konta and Naomi Broady. These top seeds are an enormous attraction, giving fans the chance to see top draw players at close quarters.

This year we invested significantly in how we marketed these events to create awareness amongst fans of the full grass court calendar. Local, targeted marketing helped to increase ticket sales across the board. Record attendances were recorded at The Queen's Club and Birmingham, with promising first year sales for the



two new events in Nottingham and a great first year for the new look Aegon Trophy Series (Challenger tournaments).

Jump starting the peak summer season isn't just about ticket sales. Our teams across the country used the spectacle of major events to engage local communities and inspire people to play tennis.

To coincide with the Aegon Open in Nottingham, we ran Primary and Secondary Schools festivals across the city allowing over 4,000 children to have a go at playing tennis. In Manchester, alongside the Aegon Manchester Trophy, we worked with Manchester United Football Foundation and Manchester City Football in the Community to help over 100 children play tennis for the first time.

In Ilkley, Yorkshire, 45 Great British Tennis Weekend events ran prior to the Aegon Ilkley Trophy. 140 volunteers helped make this new event possible and we are delighted that the host club - Ilkley Lawn Tennis & Squash Club - has committed to keeping these volunteers involved in playing and helping at the club in the future. During The Aegon Championships, school children at the Oasis Academy South Bank in London were invited to The Queen's Club for their very own coaching session to celebrate becoming the 20,000th school that the Tennis Foundation

has supported. Little did they know that they would receive a surprise visit from none other than Rafa Nadal.

2015 was a significant year for The Aegon Championships at The Queen's Club as it was its first year as an ATP World Tour 500 event. We were therefore particularly honoured that the players voted for the event to be awarded ATP World Tour 500 Tournament of the Year. The event was also awarded the Best Player Services (Europe) award by ATP Europe, for the third year in a row. The tournament had record ticket and hospitality sales, and the best player field in the tournament's recent history, with 15 of the world's top 30 players including the great Rafael Nadal and the French Open champion Stan Wawrinka. The broadcast figures for the final, in which Andy Murray defeated Kevin Anderson to win the tournament for the fourth time (equaling the all-time record), were more than double the equivalent figures for 2014.

The Barclays ATP World Tour Finals returned to London for the final showdown of the 2015 ATP season. The event, delivered in partnership with the LTA, attracted a record attendance of 262,894 to the O2 Arena over the eight days of competition which saw Novak Djokovic coming out on top once again with a record fourth consecutive Barclays ATP World Tour Finals crown.

#### Event dates 2016:

Aegon Eastbourne Trophy 28th May - 4th June 2016 | Aegon Manchester Trophy 29 May - 5 June | Aegon Surbiton Trophy 4 - 12 June | Aegon Open Nottingham, WTA 4 - 12 June | Aegon Ilkley Challenger 11 - 19 June | Aegon Classic Birmingham 11 - 19 June | Aegon Championships, The Queen's Club London 13 - 19 June | Aegon International Eastbourne 18 - 25 June | Aegon Open Nottingham, ATP 18 - 25 June | Barclays ATP World Tour Finals, London 14 - 21 November.



**6. Establish 'no compromise' high performance programme with focus**

This year our High Performance programme continued to develop and support our talented players alongside developing the high performance coaches who can support players to the very highest level.

We continued to run our national training camps at the National Tennis Centre, attended by around 100 of the nation's very best 11-18 year olds. Our top class juniors were also given essential tour experience, with international trips to play in Tennis Europe and ITF Junior tournaments, friendly international matches and training during the off-season at our international clay court training base, giving them valuable tour experience.

In 2015 we increased our focus on developing the coach workforce with a programme of workshops to improve the quality of coaching. This included the introduction of a High Performance Coach Mentoring scheme with the aim of developing world-class coaches that will support our talent to reach the highest possible level.

We continued to support talent across the country, providing grant-funding to over 70 programmes that aim to develop the very best juniors. In addition, our Talent team, spread across the country continued to support and grow the player base through our county and regional training camps.



**Success on the world stage**

It was a standout year for British Tennis with many high profile moments on the world stage that showcased the exciting talent of British players. British number 1, Andy Murray, continued to lead by example with yet another fantastic year reaching seven singles finals, winning four and ending the year with a world ranking of world No. 2. This included reaching the final of the Australian Open, his 8th Grand Slam final, an outstanding achievement. In addition, Andy's exceptional performances in the Davis Cup ties showed his immense dedication, determination and commitment to the sport and to his team.



2015 was a breakthrough year for British No.1 Johanna Konta who ended the year with a career-best world ranking of No. 48. Following a strong grass court season Konta won two ITF Challenger events in Canada, but it was her performances at the US Open that grabbed the nation's attention. Her impressive run to the fourth round included beating the number nine seed, Muguruza and number eighteen seed, Petkovic, performances that capped a great year.



Heather Watson consolidated her position on the world stage finishing the year with a world ranking of No. 55. Heather won the WTA Hobart International without dropping a set and in July, her thrilling third round match against Serena Williams at Wimbledon captured the imagination of the nation. Although Williams eventually came through in three sets, Heather's performance provided inspiration and excitement to millions of fans.

20 year old Kyle Edmund emerged onto the world stage this year, ending the year ranked No.102 in the world. His first round performances at the French Open, winning a five set marathon against France's Stéphane Robert and his stunning debut Davis Cup match in the final against Belgian Number 1 David Goffin gave fans a glimpse of his talent and his potential for the future.

Aljaz Bedene, with support from the LTA, was granted a UK passport this year, allowing the world number 45 to play under the British flag. With three Challenger titles under his belt this year, 2016 looks set to be an exciting year for Aljaz.

British players have also continued their success in doubles events. Jamie Murray (7), Dominic Inglot (23), Jonathan Marray (53), Colin Fleming (58) and Ken Skupski (100) all ended the year with a world ranking inside the top 100. Jamie Murray continued his world class form reaching the doubles finals of Wimbledon and the US Open and winning some critical doubles rubbers of the Davis Cup to help the team to victory. On the women's side, Jocelyn Rae and Anna Smith ended a hugely successful year with a world ranking of 79.

Jordanne Whiley had an extraordinary year winning the Australian Open, US Open and Wimbledon wheelchair doubles titles as well as the US Open women's wheelchair singles title. Further success was seen on the men's side of the game at the US Open with Gordon Reid and his partner winning the wheelchair doubles event.

Whilst 2015 was a quiet year for Laura Robson who struggled with injury, next

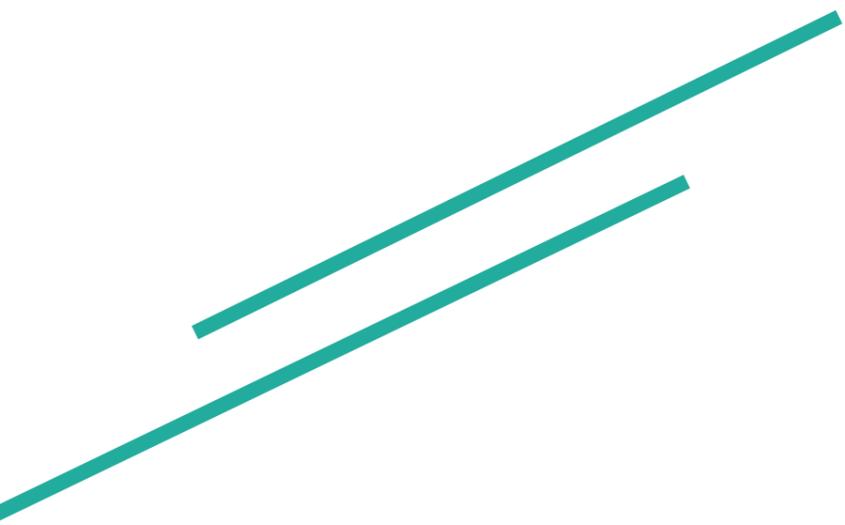
year holds promise for this talented competitor not least as she has been included in the Fed cup squad. In 2015 the Fed Cup team missed out on reaching the World Group II play-offs by the narrowest of margins.

Throughout the year, the performances of the Davis Cup team have kept the nation enthralled. The icing on the cake was delivered in November as the team beat Belgium to become world champions, a highlight which will stay with British Tennis fans for many years to come. This incredible achievement was recognised in December at the BBC Sports Personality of the Year awards. The Davis Cup Team won the 'Team of the Year' award and Andy Murray received the 'BBC Sports Personality of the Year' award, becoming only the fourth person in the history of the awards to receive the award twice.

#### **Junior talent**

Great British juniors have also put on an excellent display of world class tennis this year. 16 year old Katie Swan ended the season as junior world No. 3 with two world-ranking tournament wins under her belt and is now transitioning to playing a senior schedule. 14 year old Jack Draper at one point in 2015 was ranked under 14 European No.1 and 14 year old Anton Matusevic reached the final of the prestigious international Junior Orange Bowl tournament in Florida in December. At the international under 12 junior tournament at Auray in France, Great Britain's juniors put on a series of high quality performances with Holly Fischer beating British teammate Kylie Bilchev in the girls final and Jack Pinnington Jones losing in the boys final, once again showing the strength of the under 12 and under 14 age groups.



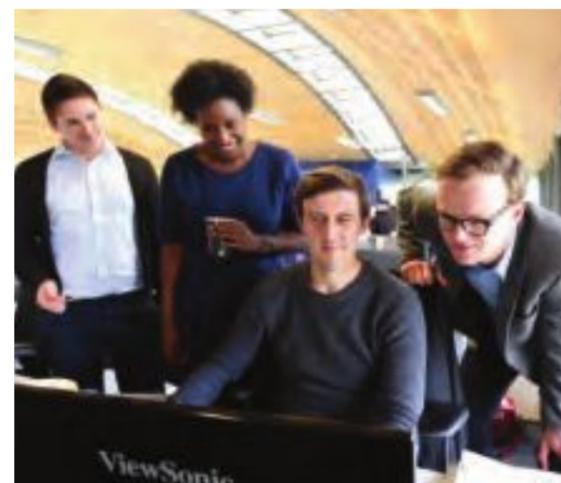


# ENABLERS

We are determined to continue improving the foundations of British tennis to grow the sport we love. But we know we can't do it alone.

A fundamental part of our strategy for the future of tennis involves putting in place the right finance and governance structures and building an engine room of the best staff and volunteers to help turn our plans into action. Collectively, we refer to these vital components as "Participation Enablers".

A key enabler is called 'harnessing the full resource network', signaling our determination to work together in partnership with everyone who shares the mission to get more people playing tennis more often.





### Supporting Volunteers

The importance of the 25,000 people who volunteer in tennis can't be underestimated. Together they give up millions of hours of their time each year to make it possible for those who want to play tennis to do so.

In 2015 we began the transformation for how we work with, support and celebrate volunteers so that existing volunteers have the help they need, and so that we can attract the new volunteers we need to grow the game. Insight has been at the heart of this, consulting extensively with volunteers to understand how we can best support them.

In response to this insight, in 2015 we launched an online toolkit for volunteers to make volunteering easier and to help with the recruitment of new volunteers. We also launched a pilot with several clubs and volunteer charity, 'Join In', to place more volunteer co-ordinators within clubs. Finally, we launched our flagship Aegon British Tennis Awards which celebrate and thank the people and places that deliver participation and competition. This includes volunteers, coaches, clubs, community venues and education. These awards bring together existing awards across the country under one umbrella with county, regional and national levels and a national ceremony to be held at The Championships, Wimbledon. The appetite for this recognition was shown in the volume of award entries. Almost 1,500 entries were received, more than for similar awards in swimming, cricket, gymnastics and rugby union and only slightly fewer than football.

#### Case study: Kenzie Revington, a tennis club Welfare Officer

I got involved as a Welfare Officer because I'd played at the club and wanted to give something back. I'm a children's physiotherapist, so the chairman approached me to become the Welfare Officer. I'm lucky that through my job I've had safeguarding training and

## IN 2015 WE BEGAN TO CHANGE HOW WE WORK WITH & SUPPORT VOLUNTEERS

experience working with young children and adults at risk.

I had a good handover from the outgoing welfare officer, a nurse who works in the NHS too, and went onto the LTA website to download all the resources from there.

We've had to turn the club around as we want to get the Tennismark and we've renewed policies on court etiquette since I took on the role a year ago. There have been challenges and I've had cases to deal with, but the support from the LTA Safe and Inclusive Tennis team has been great. I have been involved in mediating disputes with senior members and also neighbours of the club, but these have now all been resolved.

I have really enjoyed the social interaction with the committee and while it has been challenging, it's been rewarding too. It's a valuable job to the club and I would recommend it to others.

## Officials

The 977 licensed officials are an integral part of the thousands of local, regional and national competitions that take place each year. In 2015 we continued to work closely with the Association of British Tennis Officials (ABTO) to support and develop Umpires and Referees so that we can support more tournaments, including the six new events added to the calendar this year.

A key focus was to develop the skills of existing Umpires. This included training Line Umpires to become Chair Umpires, and will include some Umpires working as Court Supervisors after ABTO's introduction of a new Court Supervisor grade.

To build the workforce of the future, we worked with the Tennis Foundation to take eight young officials to the Youth Sport Trust National Talent Camp to work alongside other sports and athletes to gain a deeper understanding of an official's role. We continue to work with this group of young people to develop support plans to help them develop and put their skills to practical use.

Information sharing was a core strand of our work, ensuring online information for officials is up to date and accessible. In addition, we helped clubs and venues understand how to request licensed officials for their events and how to become an official through the courses we run.

As we move into 2016 we will aim to further boost our support for Referees, in conjunction with ABTO, by holding an inaugural National Referee Conference and a new Referee Development Group and a Referee Mentoring Programme.



## Safe and Inclusive Tennis

Creating a safe and inclusive tennis environment wherever people play tennis is of paramount importance to us and we work in partnership with a wide range of organisations to ensure that we achieve this. It sits right at the heart of our mission, helping maintain a positive image for the sport and allowing us to reach a wide and diverse audience of potential new players.

Education and training are key elements of this work to raise awareness. This year, in response to feedback from coaches and welfare officers, we produced an online toolkit called 'What's the Score' bringing together all our guidance and support in one place so that we can work together with clubs to maintain safe and inclusive environments. We also produced the first ever British Tennis Safeguarding Policy and a safeguarding policy template for clubs.

Safeguarding training is now mandatory for accredited coaches and Welfare Officers at Tennismark venues and we also train British Tennis Colleagues to ensure that safe and inclusive tennis is an integral part of everything we do. This work has meant that we have maintained our NSPCC assessment rating of green – the highest possible level.

In March we, along with the Tennis Foundation, were very proud to become inaugural signatories of the Mental Health Charter for Sport and Recreation, which sets out how sport can collectively tackle mental ill health and its stigma. As part of our commitment to this we also announced our two Mental Health Ambassadors for tennis, Oli Jones and Naomi Cavaday, who are helping to raise awareness of mental health issues in tennis in the media, including The Mirror, The Daily Mail, and ITV. We also provided workshops on mental health and how to keep themselves and others safe to nearly 100 elite junior players.

## A game for life

Tennis is a game for life and we work closely with Seniors Tennis GB providing opportunities for players aged over 35 to play tennis. A Seniors Tennis Programme was launched in 2015, awarding small grants to venues to encourage over 35s to return to or take up tennis for the first time. The programme was a great success, involving thirty schemes with over 500 players taking part and many more venues wanting to run a seniors tennis programme in 2016.

2015 saw many international successes. In the ITF World Seniors' team events there were gold medals for Great Britain for the Women's 45s team, silver for the Men's 45s, Women's 60s, 65s and 80s teams and bronze for the Men's 35s, 55s, Women's 55s and 70s teams. There were numerous medals too in the Individual Championships and British players Paul French (Men 60) and Christine French (Women 55) were named as the 2015 European Players of the Year.



4

**SECTION FOUR**  
LOOKING  
AHEAD



# LOOKING AHEAD

Undoubtedly, it's been an exciting, busy and productive year. As an organisation, we've faced challenges that we have worked hard to overcome, laying the foundations to make a real impact on our mission to get more people playing tennis more often.

The many insights we have gathered have provided a solid understanding of what works and what doesn't, what players (and potential players) want and what they don't want. This insight will guide our activity next year, as we continue our efforts to grow participation in our sport.

As we move into 2016, we are focused on our commitment to significantly impact partnerships, workforce, infrastructure and activities.

We will build more partnerships with local authorities so that together we can open up more park tennis courts. We will work with Local Tennis Leagues and clubs to create many more opportunities for adults and juniors to play fun, local,

team-based recreational competition.

We will continue to improve our support for clubs and coaches and invest in the people and places that inspire people to play the game. And we will strive to make our Major Events and Davis Cup ties better than ever before, using them as the 'shop window' of our sport, promoting the game to a broad audience.

We will also use the historic Davis Cup win to inspire 10,000 juniors to take up the game for the first time in our biggest ever initiative to drive junior participation.

But we can't do this alone. Most importantly of all, we remain committed to working alongside all the people and organisations that make up British Tennis. This includes volunteers, coaches, players, officials, local authorities, clubs, venues and many others.

Together we can encourage more people to play the game more often.



# WAYS TO PLAY

## WANT TO PLAY TENNIS? THERE ARE MANY WAYS YOU CAN GET INVOLVED.

You can play informally with friends by booking a park court on a 'pay as you go' basis or by joining a club. Alternatively, you might want to get involved in a tennis course or programme which will teach you new skills and motivate you to play more regularly. We use our research and insight to develop a range of 'products' designed to appeal to different groups of people. To the right is a summary of these products.



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.



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.



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 comprehensive programme of activity to support schools, colleges and universities to deliver tennis to students.

# 5

## **SECTION FIVE** CONTACT

# WHO'S WHO

## Board Members

**David Gregson**  
Chairman of the Board

**Cathie Sabin**  
President

**Martin Corrie**  
Deputy President

**Richard Baker**  
Independent non-executive

**Bob Battersby**  
Independent non-executive

**Clare Hollingsworth**  
Independent non-executive

**Nicola Maskens**  
Independent non-executive

**Dave Rawlinson**  
Independent non-executive

**Richard Walmsley**  
Independent non-executive

**Chelsea Warr**  
Independent non-executive

**Michael Downey**  
Chief Executive Officer



## Executive Team

**Michael Downey**  
Chief Executive Officer

**Peter Keen**  
Interim Performance Director

**Alastair Marks**  
Participation Director

**Vicky Williams**  
Director of People, HR & Development

**Alex Mawer**  
Marketing & Communications Director

**Olly Scadgell**  
Director of Major Events & Competitions

**Stephen Farrow**  
LTA Legal Director and Tournament Director, Aegon Championships

**James Mercer**  
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**Andrew Poxon**  
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