

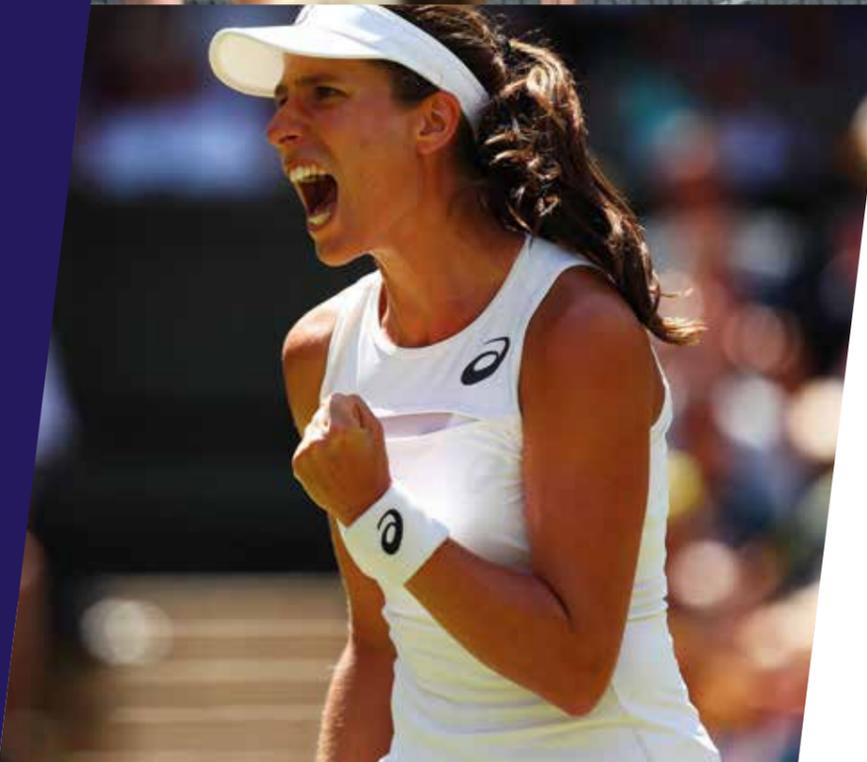


# ANNUAL REVIEW 2017



Welcome to the Lawn Tennis Association's 2017 Annual Review which provides an overview of British Tennis in 2017. The LTA Finance and Governance Report is available to view online at [www.lta.org.uk](http://www.lta.org.uk). A video summary of our achievements over the year can be watched online at [www.youtube.com/britishtennis](http://www.youtube.com/britishtennis)

The LTA works with Great Britain's leading tennis charity, the Tennis Foundation, to make the sport accessible and inclusive to all and to change lives through tennis. You can view the achievements in this area by viewing the Tennis Foundation's annual report which can be found at [www.tennisfoundation.org.uk](http://www.tennisfoundation.org.uk)



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## CHAIRMAN'S WELCOME

In 2017 much progress was made towards our goal to get more people playing tennis more often. We saw a 14% year on year increase in players participating in programmes in our focus parks, a 5% increase in club membership, record attendances at all of our major events, a 7% year on year rise in participation during the summer months, over 22,500 kids taking part in our Tennis for Kids programme, almost 20,000 new British Tennis Members and, in October, a high of +15.8% growth amongst female participation (against a declining trend).

This progress would not have been possible without the passion and dedication of those in the British Tennis family. We would like to thank colleagues, partners, sponsors, volunteers, officials, Councillors and coaches for their tireless commitment to bringing the sport that we love to so many. We were proud to reach our ninth and final year with Lead Partner Aegon, and we'd like to take this opportunity to thank them for all their support in making the Partnership such a success.

By the end of 2017 there was a slight -0.3% dip in monthly participation against a very strong year in 2016, reminding us there is still a great deal of work to do to ensure a full recovery and stable growth for the sport across the country. However, over a two year period we believe that we have now stabilised the severe participation decline we have seen over the last decade and put our sport in a strong position to grow.

A strong infrastructure and inspiring, accessible places to play are critical components of achieving

future growth which is why this year we launched the largest ever capital investment programme the sport has ever seen. The £250 million Transforming British Tennis Together fund (£125 million LTA funding and £125 million match-funding) will transform facilities, community by community, working with more than two local partners on each project over the next decade. Our ambition is that through these projects, we will double the number of children playing tennis and double the number of times infrequent adults play tennis.

We have also seen progress in ensuring recreational tennis remains affordable. Annual membership at many park sites now works out as little as 70p per week, our trial Summer Club Saver membership offered 6-8 week family memberships costing as little as £30 for an entire family and we continue to support our charitable partner at Tennis for Free to offer free access to tennis facilities at locations across the UK. Through our Tennis for Kids programme, Great British Tennis Weekends and our Tennis For Free partnership, this year over 82,000 people enjoyed playing tennis for free.

This year we were proud to work with Judy Murray to grow She Rallies, a programme to attract and retain more women and girls in tennis. In less than a year, 52 female coaches have been trained by Judy, who have in turn trained up 600 female Activators to deliver fun courses to females in their local area. As we redouble our efforts to bring the game to more women and girls, in October we were honoured and delighted to receive a visit from HRH The Duchess of Cambridge, who became Patron of

the Lawn Tennis Association at the start of 2017. As we bid to attract more juniors and young people into the game we were pleased to see our programmes starting to have impact. 22,500 kids took part in our Tennis for Kids programme (up from 13,000 in 2016). The number of clubs running Tennis for Kids increased from 24% last year to 38% this year and Benenden Tennis Festivals were run by 29% of clubs (vs 21% in 2016).

Getting more young people playing tennis in Britain will create more opportunities for us to find talent and nurture it to the highest standard. We know that the pipeline of junior players needs to be stronger and recognise that we need to take a long-term and consistent approach to this critical area. As a result, we were pleased to announce in early 2018 the new ten year Performance Strategy with, at its heart, a vision to make Britain one of the most respected nations in the world for player development by creating a pathway for champions that nurtures people, teams and leaders.

Growing our sport in the right way is of paramount importance to us and this year several high profile safeguarding cases in the world of sport, including tennis, provided a stark reminder that above all else, safeguarding must always remain our very highest priority. We are committed to having the best safeguarding procedures possible at every level of the game which is why we commissioned an independent inquiry to look at the lessons that tennis can learn from a particular case at Wrexham Tennis Centre. We also appointed a new Head of Safeguarding, achieved compliance with the new Sports' Governance Code and continued to provide

support and guidance to those involved in tennis in Britain to ensure that together we set and uphold the highest possible safeguarding standards.

Many of the achievements in this report were set in motion by Michael Downey, who was Chief Executive of the LTA until his departure in June. On behalf of everyone who worked with Michael we would like to express our gratitude for his leadership over the past three years. Together, Michael and the LTA's Executive team have rallied tens of thousands of people and organisations behind our mission, made great inroads towards achieving it and embedded an award-winning Values-driven culture across the organisation. As we look to the future, we warmly welcome our new Chief Executive Scott Lloyd who has the passion for tennis, experience and business acumen to continue to build the strength and profile of tennis in Britain.

Whilst good progress has been made towards putting strong foundations in place to achieve our mission, there is still a huge task at hand to scale up the work we do so that we can have greater impact. As we move into 2018, we will build on these foundations to sustainably grow our sport at scale, and most importantly of all, in a way that ensures our sport is safe.

**David Gregson**  
Chairman



# ABOUT US

The Lawn Tennis Association (LTA) is the National Governing Body for tennis in Great Britain, Channel Islands and the Isle of Man, and is responsible for developing and promoting the sport while safeguarding the integrity of tennis. The LTA's mission is to get more people playing tennis more often.

We support over 608,000 British Tennis Members, men and women, girls and boys across the country, playing on more than 23,000 courts.

We are proud to work in close partnership with a wide range of organisations so that together, we can get more people playing tennis, more often. This includes our sponsors and commercial partners, the Tennis Foundation, local authorities, Tennis For Free, Local Tennis Leagues, over 2,700 tennis clubs and venues and partners such as the All England Lawn Tennis Club, Sport England, David Lloyd and Greenwich Leisure Ltd (GLL).

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.

Through funding, insight, analysis, coaching and performance medicine and science, we also help deliver world class performance results for Great Britain.

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

## OUR MISSION

Get more people  
playing tennis  
more often

## THE BRITISH TENNIS STRATEGIC PLAN

2016-2019

Over the following pages, we set out some of the key highlights of 2017, as well as a snapshot of our achievements against each area of the British Tennis Strategic Plan which aims to get more people playing tennis, more often.



## OUR PEOPLE AND OUR VALUES

People are at the heart of every achievement reported in this Annual Review. We are immensely proud of the passion and dedication of all LTA colleagues, who work tirelessly to deliver the British Tennis strategy in every corner of the country. Our Values of Teamwork, Integrity, Passion and Excellence guide how we do this and everyone - our colleagues, our board members and LTA Councillors – have all committed to behaving according to these Values to ensure that we deliver the British Tennis strategy in the right way.

This year our relentless drive to keep our Values alive was recognised in several award ceremonies. We were proud to see Vicky Williams, our People Director, win HR Director of the Year in the Personnel Today Awards. At the EE 2017 UK & Europe Employee Engagement Awards the LTA was named Employee Engagement SMB (Small Medium Business) Company of the Year and we were shortlisted for four 2017 HR Excellence Awards (Outstanding Employee Engagement Strategy, Best HR team, Leading Transformation and HR Director of the Year).

Ensuring we have the right people to deliver the British Tennis strategy is of paramount importance to us and we are proud of our skilled and motivated workforce who lead the way in delivering the British Tennis strategy. We were delighted that this hard work was recognised externally in 2017, when we were shortlisted for National Governing Body of the Year at the BT Sports Industry Awards.

We are committed to ensuring everyone, men, women and those from under-represented groups working at the LTA have the opportunity to reach their full potential. This year we finalised our Gender Pay Gap report (published in January 2018) which showed that women and men in like-for-like roles are remunerated equally, we offer a greater percentage of part-time roles than ever before and these roles attract a higher proportion of women. However, it also showed that we have much more to do. We have a gender imbalance and a lack of diversity, particularly at senior levels of our organisation, men currently outnumber women in high performance sport related roles, and whilst our median gender pay gap is in line with the national average (18%), we are not satisfied with this.

So, at the end of 2017 we put new processes in place to: ensure inclusion and diversity is at the heart of everything we do; attract and develop the best female talent; develop our people; and provide mentoring programmes to support Colleagues, particularly those in under-represented groups and at key career milestones. These will continue be key priorities for us in 2018 and beyond.



## BRITISH TENNIS PARTNERS

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

- The Tennis Foundation to open tennis up to anyone and everyone, making it possible for them to enjoy the many health and social benefits of the sport while maximising their personal potential
- Local Authorities and partners such as Tennis For Free and Local Tennis Leagues, to improve parks tennis
- Tennis clubs and venues, to ensure the backbone of British tennis thrives
- Partners such as the All England Lawn Tennis Club, Sport England, David Lloyd and Greenwich Leisure Ltd (GLL), commercial partners and sponsors, to share expertise and insight, reach new audiences and deliver lasting change in communities across the country.



1

**SECTION ONE**  
HIGHLIGHTS OF 2017

# KEY HIGHLIGHTS 2017

FOR THE PERIOD JAN 2017 - DEC 2017



**52** SHE RALLIES  
AMBASSADORS

AND OVER

**600** ACTIVATORS

TRAINED TO DELIVER TENNIS TO GIRLS



**997**

COACHES TRAINED AND INSPIRED TO  
DELIVER TENNIS FOR KIDS



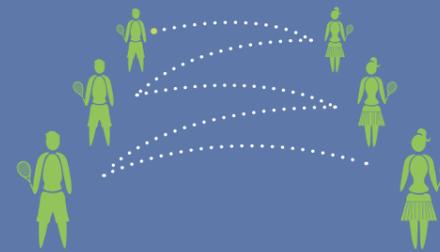
**17**

LOCAL TENNIS LEAGUES  
CREATED IN PARKS

BRINGING TOTAL TO **175**

WITH **7,939** PLAYERS PLAYING

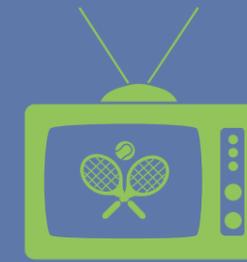
**29,809** MATCHES



**5,569**

CHILDREN AND YOUNG PEOPLE PARTICIPATED  
IN SERVES

THE TENNIS FOUNDATION'S COMMUNITY  
TENNIS PROGRAMME



**5.1** MILLION  
WATCHED THE AEGON CHAMPIONSHIPS AT THE  
QUEEN'S CLUB ON TV IN THE UK, WITH A PEAK  
AUDIENCE OF

**1.8** MILLION  
WATCHING THE FINAL

**2 HONOURS**

**OBE: Judy Murray**  
For services to tennis, women in sport and charity<sup>1</sup>

**OBE: Pat Reid**  
Dunfermline Tennis Club  
For services to tennis and lacrosse in Scotland<sup>2</sup>

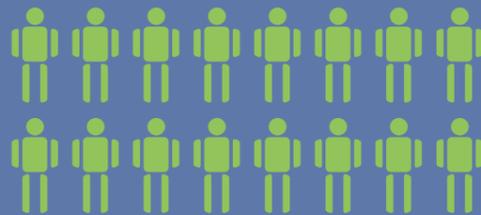
1. Announced in June 2017 in the  
Queen's Birthday Honours list  
2. Announced in December 2017 in the  
2018 New Year Honours list



**82,000**

PEOPLE PLAYED  
TENNIS FOR FREE

Through **Tennis for Kids**, **GBTW** and  
**Tennis For Free** partnership



A RECORD

**155,000**

SPECTATORS ACROSS ALL OUR PRE-  
WIMBLEDON GRASS COURT EVENTS

A **25%**  
INCREASE ON 2016



**2,226**

VENUES NOW USE CLUBSPARK\*  
our award-winning online booking/  
management system



**6.5%**

MEMBERSHIP INCREASE IN TARGET TENNIS CLUBS

AND A **5%** INCREASE ACROSS ALL CLUBS



**10,835**

JUNIORS TOOK PART IN NEW TEAM CHALLENGE  
FORMAT ACROSS

**625**  
EVENTS

**17**

APPEARANCES

BY TOP

**10**

PLAYERS ACROSS PRE-WIMBLEDON  
PROFESSIONAL GRASS COURT TOURNAMENTS



**144,000**

KIDS TOOK PART IN THE MINI TENNIS PROGRAMME



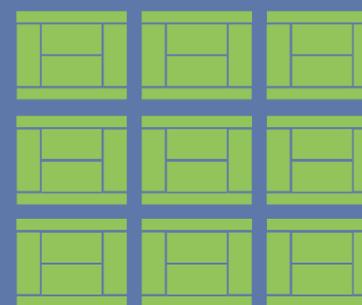
**28m** PEOPLE

ACROSS  
**48**

COUNTRIES WATCHED OUR GRASS-  
COURT MAJOR EVENTS ON TV

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

IN 4 WEEKS



**1,790**

NEWLY QUALIFIED COACHES (LEVEL 1) AND

**2,757**

COACHES SUCCESSFULLY COMPLETED A  
COACHING QUALIFICATION (LEVEL 1-5)



**22,569**

KIDS SIGNED UP TO TENNIS FOR KIDS  
WITH

**50%**

CONTINUING IN A TENNIS  
PROGRAMME AFTERWARDS

(2016: 13,259 KIDS WITH 43% CONTINUING)

**£12.2 million\*\***

INVESTED IN

**92** projects

WHICH WILL DELIVER

**249**

NEW OR REFURBISHED TENNIS COURTS\*\*



**100**

GATE ACCESS  
SYSTEMS INSTALLED

GIVING PLAYERS AUTOMATIC ENTRY TO  
COURTS AND ENABLING OVER

**21,000**

PLAYERS

TO PLAY OVER

**145,000**

TIMES

INCREASE OF



**24%**  
INSTAGRAM  
FOLLOWERS



**10%**  
FACEBOOK  
FOLLOWERS



**20%**  
TWITTER  
FOLLOWERS

GREAT BRITISH TENNIS WEEKENDS

**52,000**

ATTENDEES

AT

**1,622**

GREAT BRITISH TENNIS  
WEEKEND EVENTS

AT OVER

**1,000**

VENUES

WITH

**37%**

CONVERTING TO CLUB MEMBERSHIP OR A COACHING PROGRAMME

\*Using two or more modules

\*\*These are funds committed in 2017 and include loans, grants and partnership funding



## Transforming British Tennis Together

### TRANSFORMATIONAL INVESTMENT

In June thousands of fans were inspired to pick up a racket thanks to the high-profile grass court Major Events across the country, and initiatives such as Great British Tennis Weekends, the Quorn Family Tennis Cup and Benenden Tennis Festivals. At the same time, we launched the largest and most exciting capital investment programme the LTA has ever undertaken called Transforming British Tennis Together, to ensure that when people do go out to play tennis, the courts are more useable and accessible than ever before.

Over the next 10 years we aim to invest £125 million in British tennis facilities. With this sum matched by local partners including local government, local people and local businesses, we hope to bring £250 million into the game by funding community infrastructure projects which address some of the key barriers to playing tennis such as bad weather, dark evenings and antiquated booking systems. Transforming British Tennis Together will ensure

there are good quality courts that are affordable, easy to find and easy to book right across the country. Working in partnership with local authorities and local people, we will support community led projects involving two or more delivery partners that will:

- Increase the number of covered and floodlit courts by 50%, delivering 750 newly covered indoor courts and over 4,000 newly floodlit courts
- Refurbish courts, clubhouses and other social spaces to ensure players have a great experience every time they visit
- Install approximately 3,000 online booking and entry systems so anyone can book and access their local tennis court easily
- Support other innovative and creative ideas that will get more people playing.

Alongside continued investment in the quality of our nation's coaches and tennis activities that make playing fun for all ages, this major transformation of grassroots tennis will move the LTA closer to delivering its two long term goals: to double the number of children playing tennis and double the number of times infrequent adults play tennis.

Since the launch in June, we have been encouraged by the passion of communities across the country to get together to develop strong, joined up bids which will enable them to bring tennis to a wider audience. We have delivered over 60 local community roadshow events to explain how to apply to the fund with over 1,200 attendees, and the first applications have already been submitted. As we move into 2018 we expect to see the many hundreds of conversations we have had with interested groups convert into a significant number of bids to the fund.

“There’s never been a better time to invest in making our tennis courts the social hubs of their communities once again.”

**ALASTAIR MARKS**  
PARTICIPATION DIRECTOR AT THE LTA

## GETTING MORE WOMEN PLAYING TENNIS, MORE OFTEN

Whilst much progress has been made in stemming the decline in the number of people playing tennis, the number of women and girls playing tennis continues to decline. To address this challenge, we have significantly increased our focus on finding ways to inspire more women and girls to play tennis more often. 2017 was a significant year for this programme of work for several reasons:

- To attract and retain more women and girls in tennis in the UK, we invested in 'She Rallies' in conjunction with Judy Murray OBE to grow the programme
- We appointed a new Head of Women and Girls Tennis to develop and lead a fully encompassing strategy to inspire more women and girls to play tennis
- A strategy was developed which sets out how the LTA, in partnership with many others, will improve the appeal of tennis to women and girls through the tennis workforce, best-practice marketing techniques, recreational competition, schools tennis and programmes. This strategy is based on a full review of existing research into sports participation amongst females and LTA research into why women are lapsing from tennis and where they are going
- We held the first-of-its kind female coaches' conference with 160 attendees and inspirational speakers including performance coach Emma Doyle, award-winning journalist Sue Mott, sports psychologist Dr Leanne Rimmer, Caroline McHugh, founder and CEO of IDOLOGY, and Judy Murray
- We developed a new female-only theme for our Benenden Tennis Festivals: Girl, Set and Match
- The nation's top players provided high profile inspiration for many; British Tennis Ambassador Johanna Konta hit a career-high of world number 4 and Great Britain's Fed Cup team produced some inspiring performances throughout their Fed Cup campaign, and helped to engage fans through fun, inspiring social media activity.

- British Tennis was honoured to welcome its new Patron, HRH The Duchess of Cambridge, to the National Tennis Centre, raising the profile of women and girls' tennis on a global stage.



**SHE RALLIES**

**SHE RALLIES: BUILDING AN INSPIRING FEMALE WORKFORCE**

In 2017 we were very proud to launch She Rallies, part of our Women and Girls strategy. The programme, spearheaded by Judy Murray, aims to significantly increase female participation in tennis across the UK by developing and empowering a female workforce that creates opportunities for women and girls of all ages and experiences to be involved in tennis.

Over the course of the year we recruited 52 She Rallies Ambassadors, one in almost every county. All Ambassadors are female tennis coaches who share the same passion: to inspire women and girls to play tennis.

Each Ambassador took part in a 'train the trainer' programme delivered by Judy Murray. They were taught how to recruit and train up more women in their communities – She Rallies Activators - to deliver 4 programmes designed specifically to appeal to girls.

By the end of the year, over 600 Activators had been trained and supported by an Ambassador to deliver female coaching courses in their region. The training was designed specifically so that Activators did not need prior coach experience, providing opportunities for women of all tennis levels across the UK to deliver tennis coaching. In addition, seven regional days were held up and down the country with Judy and the local Ambassadors supporting Activators to practice delivering lessons on court to kids.

The enthusiasm and momentum of the She Rallies Ambassadors and Activators meant that by the end of the year, 357 Activators had actively begun to offer courses, creating over 7,000 opportunities for girls to get involved in tennis.

As we move into 2018 this group of Ambassadors and Activators is set to grow further and we will ensure that they continue to receive the right support to deliver an inspiring experience, including LTA funding (for Ambassadors), marketing support, clothing and kit bags.



**Amanda Stonier, Avon**

"This year I attended the first female coaches conference, took part in Ambassador training with Judy Murray and so far have trained nearly 70 Activators. At every point I have been inspired by the passion of everyone involved, 2018 is going to be a very exciting year for women and girls' tennis."



**Sasha Jones, Nottinghamshire**

"My first year as a She Rallies Ambassador has been an amazing experience, particularly seeing so many women that I have trained delivering their own sessions. I have also had the opportunity to learn from Judy Murray which has inspired me as a coach and an Ambassador. I'm very proud to be part of an initiative that has already increased the amount of women and girls in tennis. I can't wait for 2018!"



**Susan Keaney, North Yorkshire**

"This first year as an Ambassador has been amazing. The training with Judy and the buzz from everyone involved was inspiring. The enthusiasm from all the Activators is fantastic and a massive boost to our sport going forward. A highlight for me was our local girl's school loving the programme so much that they are now a School of Tennis and I'll be working as their coach mentor."



## AN INSPIRING ROYAL VISIT

In October, we were honoured to receive a very special visit from HRH The Duchess of Cambridge, who became Patron of the Lawn Tennis Association at the start of 2017. The global media coverage that followed helped raise awareness of tennis to brand new audiences.

A keen tennis player, The Duchess took part in a Tennis for Kids coaching session with local schoolchildren and British No.1 Johanna Konta. Paralympic silver medalist and three-time Grand Slam champion Alfie Hewett then ran The Duchess through a wheelchair tennis training session, with The Duchess operating a serve machine for the British star.

She met LTA staff who are helping grow the game's grass roots as well as sports science staff, and Head Coach of Women's Tennis Jeremy Bates, Fed Cup Captain Anne Keothavong, and Davis Cup Captain Leon Smith.

To wrap up her time on court, the Duchess met with some of the country's top junior players, before going on to speak with coaches and administrators from Coach Core, a Royal Foundation-backed apprenticeship programme

that supports young people building a career in sports coaching.

Before leaving the NTC, the Duchess was presented with flowers and gifts from the Children's Heart Federation's Olivia Lake, and Ethan Ralph, a patient at the Royal Marsden Hospital.

"Having someone like Her Royal Highness visit today, with such a passion and interest for the game, brings only good things for our sport. The children today were so excited to meet a 'princess' and to see them enjoying themselves on court is exactly what this is all about."

**JOHANNA KONTA**

## A NEW PERFORMANCE STRATEGY

The last five years have seen significant success for British Tennis. We now have British men and women competing consistently in major events which has produced some inspiring and memorable moments.

Although we can be proud of the performance of our senior players, we have precious few high potential juniors and young professionals. The current performance system is disjointed, and we do not have any truly world-class, full-time training environments for our best 11 to 18 year olds. There has not been a consistent approach to player development due to the constant chopping and changing of plans in recent years.

The new performance strategy will address these challenges by creating a seamless pathway that will knit together the best existing programmes with new ones into a clear route from Mini-Red to major tournament success. We need more aspiring professionals in or around the top 100, many more juniors competing at each stage of the pathway and more world-class coaches and environments to support their development.

Our ambition and the focus of this new ten-year Performance Strategy for British Tennis is to make Great Britain one of the most respected nations in the world for player development by 2028. We know this is a long way into the future so our medium-term mission 2023 is to create a pathway for champions that nurtures people, teams and leaders. It is a long-term plan that will seek to attract more athletic children into tennis, nurture their love of the game, and develop greater competition for places at each stage of the pathway.

This will mean some changes to the way the performance pathway is structured and delivered, so that the right funding, infrastructure, coaches and support is in place to deliver the Player

Pathway (illustrated opposite), which will take players from age 7 to the top 100. Whilst a significant amount of detail is involved in the strategy, some core features include:

- More focused investment into Regional Player Development Centres to deliver local, affordable and high quality day-to-day training and coaching for aspiring 10 to 14 year olds
- Establishment of National Academies to provide full-time, residential programmes with world-class coaching, science and medicine, wellbeing and academic support, which will prepare 11-18 year olds for the Pro Tours
- At least 5-year investment agreements for these centres to ensure a consistent, long-term approach to player development
- Targeted individual player grants designed to reduce the cost of aspiring to a pro-career for players demonstrating the greatest potential to become WTA / ATP top 100 players
- Transparent, capped contribution requirement from players, with additional support for those who need it
- 'Best with best' sparring opportunities with pro-hitters
- Development of a specialist coaching workforce with a new performance coach development programme focused on enabling coaches to become domain specific experts at each age and stage of the pathway.

### The Player Pathway

The Player Pathway (Figure 1) is dedicated to nurturing the most promising players to become champions at all levels of national and international tennis.

Players start at the National Performance stage, which normally covers development in an age specific training environment from ages 7 to 14 years. It encompasses training from a local level (Local Player Development Centres) to regional

level (Regional Player Development Centres). These centres run age specific programmes which are supported by the National Age Group Programme for players aged 10 to 14 years.

Selected players then progress to the Pro Tour Stage which normally starts at age 14, with the frequency and intensity of training and competition increasing. National Academies (normally for players aged 14-18) are the first step of the Pro Tour Stage and are supported by the National Age Group Programme for players aged 14 to 21 years. This prepares players for the Pro Scholarship Programme, a stepping stone from junior to professional tennis.

The final stage of the Player Pathway is for those singles players who reach the world's top 100 and doubles players who reach the world's top 32 in the ATP/WTA rankings. These players will become eligible for Elite Support.

Players can enter the Player Pathway through Local Player Development Centres and Regional Player Development Centres, and other programmes within the Player Pathway are on a selection basis only.

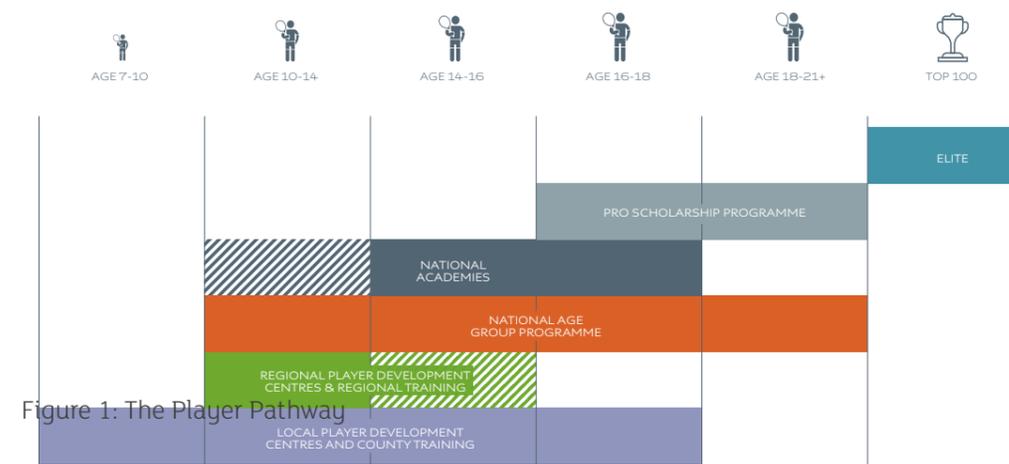


Figure 1: The Player Pathway

# 2

## SECTION TWO

### FOCUS AREAS

The British Tennis Strategic Plan has three Focus Areas:

1. Building partnerships in the community
2. Delivering great service to clubs
3. Growing participation among children and young people

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

## FOCUS AREA 1

### Building partnerships in the community

Whilst a club environment appeals to many players, we know that other people prefer to play in parks. 2017 saw a continuation of our drive to ensure that park courts are affordable, well maintained and easy to access. Achieving this depends on building strong partnerships in the community with people and organisations who share a passion for making tennis accessible.

We developed more partnerships with local authorities (who own the majority of park courts), helping them develop sustainable business models which allow the provision and maintenance of park tennis courts whilst giving members of their community an easy and affordable way to play tennis. Annual membership at many park sites now works out as little as 70p per week.

We also continued to support our charitable partners at Tennis for Free, who work in conjunction with schools, tennis clubs and local authorities to offer free access to tennis facilities at locations across the UK.

Our work with 236 'focus parks' continued, working closely with those who operate the courts to deliver local marketing, implement central booking systems (through our Clubspark technology), provide 'ready-made' programme ideas that are grounded in insight about what works, and encouraging a coach-led approach to operations. This support has contributed to a 14% growth in players participating in programmes (vs 2016) and a 30% growth in court hours booked in focus parks.

These trends are encouraging and indicate that where we are working directly, we are seeing genuine growth in venues for the first time as we venture into more local authority agreements and support more parks across the country.

Technology is a key tool in making park courts easier to book and access, removing a core barrier

to participation. We continued to make Clubspark available to those we work with, allowing players to book courts and book onto courses online. The system is now used by 2,166 venues (vs our target of 1,715), the number of players using the technology has increased by 72%, individual court bookings through Clubspark have increased by a very strong 182% and revenue collected through the technology has more than doubled at £11.8 million. We were delighted that the impact of this technology was recognised at the highly competitive 2017 Sports Technology Awards, winning 'Best Participation Technology'.

To complement the Clubspark software, we have also been helping park operators install 'Access Systems' that allow players to access a court using a key fob or a code generated through their online booking. These systems have now been installed at 100 venues and the technology is used by 21,000 players (vs our target of 9,600) with 146,000 court hours booked. Venues that have had an Access System installed for 12 months have generated an average income from pay and play bookings of £10,949, helping provide funds to maintain tennis facilities.

These statistics show that this approach, of building partnerships in the community and supporting them through funding, advice and technology is now bearing fruit, serving a dual purpose of helping make the management of community courts viable and breaking down cost and accessibility barriers for players. As we move into 2018 we will continue this work with a strong focus of achieving scale so that the positive impact of this approach can be felt more widely.



## CASE STUDY

### An inspiring approach to community tennis Newport Live Tennis Centre, Community Venue of the Year

The success of Newport Live Tennis Centre over the past four years is testament to the value of building strong relationships in local schools, parks and communities to benefit the community and inspire people to pick up a racket.

In 2013, Newport Tennis Centre had empty courts, little community engagement and fewer than 50 weekly participants signed up to the coaching programme which was led by a one-man coaching team.

Four years later and the courts are buzzing with nearly 350 weekly participants signed up to the coaching programme, delivered by not one but eight passionate coaches. In the last year alone, the Centre has worked across 16 schools in Newport, many in areas of high deprivation and low income thresholds, to give over 3,600 primary school children the opportunity to play tennis. In addition, the Centre has given 3,300 people the chance to play on park courts and 550 females have taken part in Cardio Tennis sessions.

The development of the disability tennis programme also demonstrates the Centre's excellence, with weekly all-star sessions, Help the Heroes and inclusive groups on offer, as well as providing training facilities for social and performance players.

The incredible turnaround was the result of a dramatic transformation with a new tennis development officer working closely with the Tennis Foundation, the LTA, Newport City Council and Tennis Wales. Community engagement has been at the heart of the revolution with strong relationships built in local schools, parks and communities.

The Centre transferred to Newport LIVE a new not-for-profit organisation and registered charity. Since then the tennis programme has become even more dynamic and achieved real change through engaging marketing, team passion and coaching. It is also part of a national network of Community Indoor Tennis Centres supported by the Tennis Foundation, a charitable partner of the LTA.

This is just a snapshot of the fantastic work that contributed to Newport Live Tennis Centre's deserving accolade as the Community Venue of the Year, showing the true benefits of working together with a community to reap rewards.

## FOCUS AREA 2

### Delivering great service to clubs

This year the number of registered tennis clubs and the number of club memberships grew across all regions, with club memberships in the north rising by over 7%. These results are testament to the commitment and dedication of the thousands of people who run the 2,768 clubs across the country.

In 2017 we continued our drive to support the people who run clubs – the majority of whom are volunteers - by developing, sharing and improving the support requested to help them thrive. This included increasing our level of contact with clubs, increasing the use of Clubspark technology in clubs (from 39% to 49%) which helps them manage their membership, court bookings and coaching programmes more efficiently, the continued development of targeted, insight-led programmes (such as Tennis For Kids, Quorn Family Tennis Cup and Benenden Tennis Festivals) to help clubs attract and retain members, improving the tools we offer clubs to build effective Club Development Plans and continuing to improve the support available on the LTA website. We also increased the amount of funding awarded to clubs from our Play Tennis Fund which makes small grants to clubs who have great ideas to grow teenage participation.

We have now invested £275,000 in 119 projects to deliver local projects to increase tennis participation in tennis venues, leading to over 14,000 new teenage and adult participants playing in tennis clubs and venues across the country.

By the end of 2017 our club satisfaction survey revealed that clubs now feel more supported by the LTA, with 56% being satisfied compared to 47% in 2016. As we move into 2018 we will continue our drive to increase club satisfaction by continuing to improve in all of these areas. This will include re-launching the Club Development Workshops which provide small group training to club volunteers on topics critical to running a club. The new look courses were reviewed and refreshed in 2017 to ensure they meet the highest quality standards and address the core areas of support – such as marketing, digital promotion, fundraising and governance – that clubs request.



## TRIAL MEMBERSHIP SCHEME: SUMMER CLUB SAVER

Great British Tennis Weekends – where clubs and venues open their doors to new players for free over the course of a weekend - have become a popular feature of the summer calendar in over a third of clubs. Whilst 17% of attendees sign up to club membership afterwards we felt that this could be improved. Our research identified that a barrier to signing up to membership for the first time is a feeling that a whole year's membership is a big commitment to a sport that a new player has only recently discovered or returned to.

In 2017 we ran a pilot programme with groups of 19 clubs in three regions (South Yorkshire, Leeds and South Lanarkshire) to help clubs turn a one-off visit from a Great British Tennis Weekend into a more regular playing pattern. The Summer Club Saver offered attendees the option to sign up to a six or eight week summer club membership at a cost of just £30-£40 for an entire household, allowing them to experience club life and the benefits it offers, without making an annual commitment. The family membership was created because of further insight that shows if parents play tennis with their children, they are more likely to keep playing.

We provided the clubs with marketing and social media training, provided promotional resources and insights into ways to enhance the experience of summer saver members and supported them to work together in their regions to coordinate and share marketing responsibilities.

By the end of the pilot, clubs in each region saw an average 6% membership growth. This pilot, alongside the success of other trial membership schemes suggests that this type of offer can play a role in helping clubs attract and retain new members.

“Working with the other clubs in the network has been one of the best bits of this scheme. Sharing ideas and supporting each other has provided more momentum to get things done.”

**WETHERBY TENNIS CLUB**  
LEEDS

## CASE STUDY

### FROM DERELICT LAND TO A THRIVING CLUB HINGHAM TENNIS: HIGHLAND SPRING CLUB OF THE YEAR

**Hingham Tennis tells the inspirational tale of three volunteers who transformed derelict courts next to a community sports hall into a thriving tennis venue.**

In 2013 there were no useable courts in the small market town of Hingham, but Emily Cary, Lindsey Read and Simon Underhill rallied together, with a strong support network of members in the local community, to change this. Together they raised £91,000 which included a Sport England Inspired Facilities grant and £14,500 raised from eight smaller funds, an online Crowdfunding campaign and sponsorship from local businesses. The result is the renovation of two floodlit hard courts, a fantastic clubhouse and a club with 200 members which offers a fun and safe setting, regardless of age or ability.

Hingham Tennis members can take advantage of a range of membership packages, a weekly coaching of adult, junior and Mini Tennis sessions, and a calendar jam-packed with club socials, fun tournaments and tennis festivals. By embracing social media and the LTA's online venue management platform Clubspark, the club has gone above and beyond to communicate and engage with members and non-members.

But the organisers haven't forgotten where it all began – community is at the core of the club's ethos with initiatives in place to help people in the local area play tennis. Free coach-led sessions are on offer to a local youth club, a weekly Cardio Tennis session is attended by the local swimming club and complimentary open-court sessions are available to members of the public.

And volunteering is still at the heart of everything the club does. Whether it's helping with the upkeep of the club through the weekly court vacuum rota, or administering the club's 'Tennis Ladder' – members follow Emily, Lindsey and Simon's lead to ensure Hingham Tennis' legacy lives on.



## FOCUS AREA 3

### Growing participation among children and young people

Most people who play tennis for a lifetime started before the age of 12. That's why in 2017 we accelerated our drive to get more children playing tennis and growing up loving the game.

We ensure that children have many different ways to come into contact with the game which include:

**Tennis for Kids:** for the second year running we worked with clubs, venues and around 1,000 coaches to run our biggest ever junior participation programme, giving free tennis courses and rackets to 5-8 year olds. This year courses filled up so quickly that we offered an extra 4,000 places, allowing over 22,500 kids to take part (vs 13,290 in 2016), two thirds of whom had never picked up a racket before. We were delighted to see that after completing the course, half of all players signed up to other courses and memberships (compared to 42% in 2016) and 98% of parents confirmed that they were happy with their child's experience. Because of the ongoing success of the programme, Tennis for Kids will return once again in 2018 with an enhanced programme.

**The Great British Tennis Weekend (GBTW):** set up after Andy Murray's first Wimbledon victory in 2013, GBTW encourages more families to play tennis by supporting clubs and venues to hold free open days and taster sessions at key moments of the year. 2017 was another hugely successful year with 52,000 people attending 1,622 events taking place at over 1,000 venues.

**Competitions:** we continued our drive to offer an improved range of fun, local competition for children and families through programmes such as Team Challenge, the Quorn Family Tennis Cup and Benenden Tennis Festivals (see more on page 38).

**Education:** we work closely with the Tennis Foundation to get as many pupils and students as possible playing tennis at schools, colleges and

universities. In 2017 a Schools Tennis Roadshow visited 20 cities across the UK with the aim of equipping teachers and parents with information about how and where young people can get involved in tennis. The roadshows delivered inspirational taster sessions in 200 schools, attracted more than 6,000 children to OpenDays, with more than 2,000 converting on to programmes.

After a successful pilot in 2016 with 21 schools, this year the Tennis Foundation opened up the highly successful School of Tennis programme to a further 40 schools, taking the total number of schools supported to 62 and giving a critical audience of teenagers a new and engaging way to play tennis.

All of these examples create opportunities to enrich young lives through tennis – through enjoying all the developmental, social, mental and physical benefits sport and exercise can bring. In some cases they may also highlight talented youngsters who want to progress further in the game and by getting more young people playing tennis in Britain, we will create more opportunities to find talent and nurture it to the highest standard.

*"It's a testament to the hard work of our coaches that so many kids will have the chance to experience our great sport this summer. At the LTA, nothing is more important to us than inspiring a future generation to take up tennis and get involved in a sport that they can continue to enjoy throughout their lives."*

**ALASTAIR MARKS**  
LTA DIRECTOR OF PARTICIPATION



## CASE STUDY

### Cardinal Newman RC School puts tennis on the map

Two years ago, tennis was barely on the radar at Cardinal Newman RC School in Rhydyfelin, near Pontypridd. But since taking part in an innovative secondary schools programme 'School of Tennis', it has become a hub for the sport.

'School of Tennis' is designed and managed by the Tennis Foundation. It aims to radically change the way tennis is delivered in secondary schools to make it more relevant and engaging for teenagers. The programme provides schools with support so they can deliver tennis in the best way to suit their school and pupils.

The team put the 'School of Tennis' funding to good use and introduced Cardio Tennis to the PE

curriculum and allowed students in years 7-10 to take part in tennis sessions during curriculum time. Nearly 500 pupils completed at least one tennis-related project over a six-week period.

As a result of the programme, 12 students successfully completed the Tennis Leader Award – two of whom have gone on to coach after-school clubs at local primary schools. Teachers Neil Perkins, John Williams and Dawn Webb also went the extra mile and attended Tennis Foundation teacher training courses, creating more opportunities for students to spruce up their racket skills. And it doesn't stop there with plans to place pupils on a LTA Level 1 coaching course, while eight Student Tennis Ambassadors drive the extra-curricular programme.

The impact of this work was recognised in 2017 when the PE department was awarded Education Programme of the Year at the Ageon British Tennis Awards.

# 3

## SECTION THREE

### DRIVING PLAY

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



### 1. Enable best in class coaching

Over the course of the year we continued to work with coaches, providing the support they need to inspire more people to play and also nurture talent.

In preparation for year two of our Tennis for Kids programme, we trained 996 coaches to deliver our flagship six-week starter tennis course. We were also proud to work with Judy Murray through the She Rallies campaign (see page 19) to support the recruitment and training of 52 She Rallies Ambassadors - female tennis coaches and facilitators who share a desire to inspire women and girls to play tennis.

The Tennis for Kids coaches and She Rallies Ambassadors are great examples of initiatives that can drive participation growth through coaching. Those involved in the 2017 Tennis for Kids campaign introduced tennis to over 22,500 children, half of whom signed up to a course or club membership afterwards. Equally, the She Rallies Ambassadors have already inspired over 600 Activators to deliver local female coaching courses. Furthermore, a dedicated performance coach support programme was rolled out with 78 performance-specific events delivered across national, regional and venue based workshops. 562 coaches attended in 2017 who were all actively working within the performance network.

Last year we reported on the launch of the new Coach Accreditation and in 2017 we saw steady growth and uptake amongst the coaching workforce; there are currently 4,642 Accredited or Accredited+ coaches nationally, which represents 5% growth in the 12 months since launch. To help promote member coaches who commit to best practice, the Coach Development Team launched the 'Find a Coach' tool in July, which is the first ever live online directory of all Accredited Coaches nationally. It is hoped this live directory will drive awareness of the benefits of using Accredited coaches.

Towards the end of 2017 we began a consultation and review of our Qualifications and Continuous

Professional Development (CPD) provision to ensure it adequately supports the needs of British Tennis for the future. Significant external consultation has taken place as part of this review with groups including coaches, Coach Education Centres, qualification providers, clubs and large employers of coaches among others.

Finally, 59 players were accepted onto the 2017/18 Advanced Apprenticeship in Sporting Excellence (AASE). This programme is aimed at 16-18 year olds and helps to provide dual career opportunities for those still competing. In 2018, we will align this initiative to meet government changes in apprenticeships, which will see the emergence of a new programme known as the Diploma in Sporting Excellence (DiSE).



**Our research has shown that there is a drop in tennis participation amongst teenagers. To address this challenge, in 2015/ 2016 we ran a pilot for a new format called Team Challenge. The format was developed based on research and insight that revealed young players are motivated by social, team-based competition.**

Team Challenge allows junior teams, made up of players who are new or inexperienced to competition, to compete against other teams of friends within local clubs and venues. The pilot proved highly successful and in 2017 we introduced the new format across the country. It has been a huge success; from a starting point of zero there are now over 150 local organisers, delivering over 625 competitions to over 10,700 juniors.

## 2. Provide appropriate and motivating competition

We recognise that fun, local competition can motivate recreational players to get on court regularly which is why we continue to develop and deliver a wide range of competitions to appeal to all abilities.

As well as growing existing competitions, in 2017 we put significant resource into introducing a highly successful new format called Team Challenge, designed to appeal to young players from Mini-Red level to 18 years old (see opposite).

We continued to grow the number of Local Tennis Leagues – local, friendly singles competition for adults - which now stands at 175 (up from 158 in 2016), with almost 8,000 adults competing.

For families, the Quorn Family Tennis Cup encourages families to play tennis together and it continued to be popular with over 6,000 players taking part during the year. We are delighted that Quorn has renewed its sponsorship of this important calendar fixture. In addition, Benenden Tennis Festivals – half day family-friendly, fun competitions which are themed to reflect calendar moments such as Grand Slams – continued to

grow. 100 extra venues ran Festivals, bringing the total number of venues to 900, delivering approximately 2,400 festivals across the country.

9,500 juniors (up from 7,500 in 2016) aged 14 and under took part in Road to Wimbledon in 2017. This is the biggest junior tournament in British tennis with local clubs, parks and schools staging tournaments for their members/pupils to win the chance to play on the world famous grass courts at Wimbledon.

The 'Team Tennis Schools' programme gives pupils the chance to play competitive tennis locally and progress to national finals. The secondary schools competitions grew in 2017 with 13,700 players from over 2,700 schools' tennis teams competing.

On the more formal side of the competitions landscape, we were very pleased that Aegon Team Tennis saw a record number of fixtures completed during the season of just over 10,000 at over 1,000 venues with over 26,000 players. The County Championships grew in popularity with 600 additional players, bringing the total to 6,553 players; and the County Tour remained popular with 21,659 players.

**Case study:** Team Challenge has taken off with players in Stirling thanks to the enthusiasm of tennis coaches Hannah Pickford and Jenny Tattersall who were keen to see more competition for junior players who are new to the sport.

Hannah decided to get involved and become a Team Challenge 'cluster organiser' helping bring together nine venues in the area to compete. She has worked closely with Jenny to organise events and Jenny has also provided volunteers from the Stirling University Tennis Club to help with the running of the events on the day.

Although Team Challenge only launched in 2017, by March 182 players had played in 5 events (averaging over 30 at each event with a high of 52 players at one event) across the nine venues with one girls-only event taking place.

*“Our girls really enjoyed it yesterday and hopefully it will encourage more of them to enter the summer competitions. You’re creating opportunities for this generation”*

### THE PARENT OF ONE TEAM CHALLENGE PLAYER

Through Team Challenge, Hannah and Jenny report seeing the players grow in confidence and have fun whether they win or lose. They also agree that having the freedom to run the format differently for different events has been great, that working with another coach or individual helps to share the workload and that getting young volunteers involved to help on the day is a real benefit. They have also found that the LTA-provided organiser packs for each event have been fantastic and have benefitted from an LTA grant to allow events to taking place indoors in the winter.



### 3. Focus on results oriented investment

2017 was a seminal year for British Tennis as we announced a significant increase in our investment in Britain's tennis infrastructure and places to play. The launch of the Transforming British Tennis Together fund (see page 16) is our largest ever commitment of capital investment into tennis facilities. Over the next 10 years we aim to invest £125 million in British tennis facilities with this sum matched by local partners, bringing £250 million into the game to increase the number of covered and floodlit courts, refurbish courts and clubhouses, install more digital access systems that will make booking and playing tennis easier, and support other innovative ideas that will get more people playing. The fund will support community led partnerships involving two or more delivery partners, encouraging those who share a passion for delivering tennis to work together for the benefit of the game.

Whilst the outputs from this fund will be seen over the next decade, over the course of this year we

continued to invest in tennis infrastructure. Over £12.2 million was committed by the LTA and our partners to venues across the country, supporting 92 projects to develop new tennis facilities such as new and refurbished courts, floodlights and club houses. In addition, we saw an increase in requests for loan funding and awarded £2.7 million in loans.

A condition of receiving an award was for a facility to have an electronic booking system in place, many of which chose to use Clubspark. By doing this we were able to boost the use of this software which benefits the player through ease of booking, and the venue and the LTA by allowing us to track the impact of the new facilities on participation.

As we move into 2018, all of our facility investments will be channelled through the Transforming British Tennis Together fund, to ensure that we take a consistent approach to funding and achieve maximum impact for the sport through investments.

#### VENUES FUNDED IN 2017



**Projects — 92**

**Project Cost — £12.2m**

**LTA Funding — £4.0m\***

**Partnership funding — £8.2m**

Project type	No.
New outdoor courts	22
Resurfaced courts	227
Floodlights	98**
New indoor courts	5
Club house projects	15

\*Including LTA loans and grants, and Tennis Foundation grants  
 \*\*Number of courts with floodlights added

## CASE STUDIES

### Regenerating local courts

**1.** Fletcher Moss Gardens is a park in Manchester with four shale tennis courts which were in a state of disrepair. In 2014 the courts were renovated thanks to a group of passionate coaches and Manchester City Council. Unfortunately, the shale courts made year-round play difficult, making it hard to offer players a consistent and attractive offer. In 2017, a further £261,000 was invested in the site (LTA and Manchester City Council funding), to resurface the courts as all-weather courts, install floodlighting and add an Access System (giving players automatic entry to the courts). The pay and play income is now ring-fenced for a sinking fund to maintain the site and within the first few months of operation, pay and play income was £1,745, enough for a sinking fund for one court. 3,000 court bookings were made in the first year and in a matter of months, the database of players grew by 50% to 800 players.

**2.** Rowntree Park Tennis Club operates on courts in Rowntree Park, York which are available to club members and non-members who can play on a pay-as-you play basis. In 2017 the LTA funded the installation of a court Access System at a cost of £5,500, with the electricity costs covered by York City Council and the club covering the running costs. The club wanted to ensure that courts were affordable to members of the local community, so a court fee was set at £6 per hour. In the first half of the year, since the installation of the Access System, there were 578 court bookings by non-members and within the first 7 months income from non-member bookings reached £3,468.

**3.** The LTA has supported Newham Borough Council to renovate 11 park courts and build 4 new ones. All 15 will utilise new gate entry system technology and 8 will be floodlit, a first for a community facility in the borough. The total cost of the project was £450,000 of which there was a LTA contribution of approximately £60,000. The Council has stated an intention to develop a future Transforming British Tennis Together network as a result, for further enhancement across the community in the future.



#### 4. Target programmes and marketing to our priority player groups

During 2017 we continued to market the sport of tennis to excite and engage fans and to encourage players and would-be players to get out on court.

After a successful pilot in 2016, we ran the 'Go Hit It' advertising campaign once again. This year we took the campaign online, using digital and social media advertising to take a more reactive approach, targeting specific player groups (identified through our research) with the campaign in areas where good weather was expected. This 'weatherproof' approach to advertising was an efficient and economical way to reach players across 12 UK cities and significantly increased our ability to effect behaviour change.

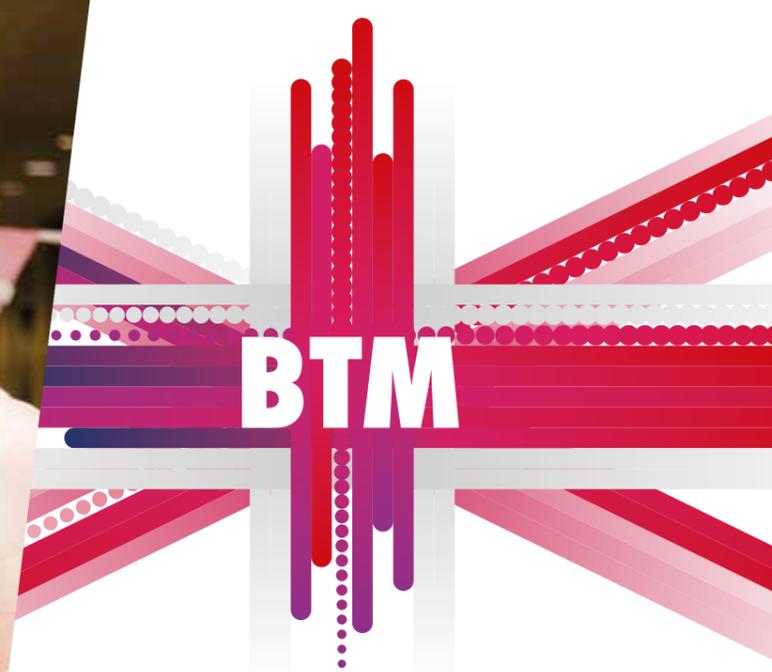
Fans and players alike were treated to a host of engaging content across our channels, providing a consistent buzz about tennis all year round. This included short, 'sharable' online videos featuring guest appearances from England cricketers, the England Rugby Sevens team, singer Olly Murs and Johanna Konta, ball kids at our Major Events taking on the 'bottle flip challenge' and doubles tips from Jamie Murray. Fans were also treated to exclusive footage of our British players taking part in fun challenges such as #OneShotWonder (attempting to recreate legendary shots) in order to engage with fans and encourage them to get on court and play.

Support for our grass court Major Events continued, with targeted advertising and promotion in areas local to these events designed to engage fans and use the world-class players to inspire people across the country to play tennis. We also continued to support specific programmes that reach priority player groups such as young players. Our support for the 2017 Tennis for Kids programme generated a potential reach of 58.3 million on Instagram and our relationship with BritMum bloggers – who have a high influence – helped to further widen awareness of this important programme.

In 2017 we were proud to reach our ninth and final year with Lead Partner Aegon, so we'd like to take this opportunity to thank them for all their support in making the Partnership such a success. We also worked closely alongside many other valued Partners and Sponsors including; BNP Paribas, Highland Spring, Nike, Dove, Häagen-Dazs, Moët & Chandon, Nature Valley, Quorn and Soltan.

British Tennis Partners provide an important stream of funding and play a key role in helping the sport reach new audiences and work to its mission of getting more people to play tennis more often. In 2017 for example, Quorn's sponsorship of the Family Tennis Cup helped over 6,500 families play tennis together at 500 venues across every county and Highland Spring's Mini Tennis programme engaged over 135,000 children in coaching programmes across the country.

We also succeeded in reciprocating the success for our Partners by helping them achieve their own brand objectives, for example Nature Valley has credited the Partnership with helping the brand reach 5% market penetration within 12 months and drive a sales uplift of 20% year on year.



#### British Tennis Membership

In May we launched the new British Tennis Membership scheme and by the close of the year nearly 20,000 tennis fans and players has signed up to the 'Team' membership package in order to receive exclusive benefits which help them to get closer to the sport and engage even more closely with British Tennis. In parallel we continued to develop the quality of our 'Lite' offering for members of registered venues to ensure that we can keep them up to date with relevant local, national and international tennis news.

As part of the new-look membership, we introduced the new digital magazine #ACE, which is growing in readers with every issue, and improved our monthly email updates to ensure Team members are fully aware of their exclusive benefits. We also delivered our first 'Money Can't Buy' competitions, which saw 22 lucky individuals win a variety of prizes including a doubles coaching session with Jamie Murray and Louis Cayer, a baking experience with Johanna Konta and Great British Bake Off Winner Candice Brown, a trip to New York to watch the US Open and a meet and greet with Stan Wawrinka at The Aegon Championships at The Queen's Club.

These changes to British Tennis Membership led to an increase in the number of people joining the British Tennis family, with almost 20,000 new registered members at the end of the year, taking the total to 608,101.

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

Jump-starting the peak summer season is about using the British Tennis Major Events, which take place in June just before tennis' peak season, to drive the visibility of tennis and engage with fans and followers of the sport.

These events are the 'shop windows' for our sport. A significant focus for us has been to build bigger and better grass court events with more Events in more cities, providing more opportunities for players, with bigger prize money supporting better playing fields and more coverage.

2017 was therefore an exciting year for our eight grass court events with all-time record ticket sales and attendance at every event as well as high quality player fields which delivered improved customer satisfaction and fan engagement. Improvements were seen at every event including LTA investment in the Aegon Championships at The Queen's Club to increase centre court capacity by 30%, the re-combining of Eastbourne (to be both a mens and womens event) and a new look combined event in Nottingham. We also upgraded our ATP Challenger and ITF Pro-Circuit Tournaments in Surbiton, Manchester, Ilkley and added a brand new tournament in Southsea. Increases in prize money means that Great Britain now has the highest value Challenger / ITF Pro-Circuit in the world before a Grand Slam.

These improvements helped attract the world's best players to Great Britain ahead of The Championships, Wimbledon. Fans were treated to outstanding displays of tennis from female players including our very own British stars Johanna Konta and Heather Watson, as well as international stars like Halep, Kvitova, Wozniacki, Pliskova, Radwanska, Keys, Kerber and Wimbledon Champion Garbine Muguruza. On the men's side of the game, fans were inspired by performances from players such as Andy and Jamie Murray, Cilic, Berdych, Lopez, Dimitrov, Djokovic, Monfils, Querrey and Shapovalov. Strong performances at our grass court events were also carried through into The Championships, with Johanna Konta, Marin Cilic, Magdalena Rybarikova, Sam Querrey

and others progressing far and showing yet again the importance of our events in providing the very best preparation for Wimbledon.

The popularity and quality of these grass court events was recognised in two major announcements this year, each helping secure a strong and exciting future for British events; Andy Murray committed to compete in the Aegon Championships for the duration of his career and the BBC committed to broadcasting the Aegon Championships and the Aegon International until at least 2024.

"I've always loved playing the event and I'm really happy to know that I will play at Queen's until the end of my career."

**ANDY MURRAY**

2017 also saw significant outreach activity in the areas local to each tournament, using the buzz and inspiration of the events to encourage people to try tennis, often for the very first time. For example, ahead of the Aegon Classic in Birmingham, Kristina Mladenovic helped open up four renovated public tennis courts at Pype Hayes Park in Birmingham which will offer free tennis and coaching for everyone. In Yorkshire, over 2,000 children and over 200 adults received tennis coaching during the Aegon Ilkley Trophy as part of an outreach programme run by Ilkley Lawn Tennis & Squash Club.



## NOTTINGHAM

— OPEN —

- Record ticket sales (up 90%) with record ticket revenues (up 110%)
- First year of new-look combined event, which helped increase the awareness of the Event by 20%
- A strong women's player field including 7 of the top 50 was headlined by Johanna Konta

### Highlight:

- Johanna Konta reaching the final

## BIRMINGHAM

— CLASSIC —

- Record ticket sales (up 30%) with record ticket revenues (up 45%)
- A strong player field (3 of top 10 and 8 of the top 20) including Konta, Kvitova and Muguruza – supporting a 10% increase in awareness of the Event

### Highlights:

- Petra Kvitova becoming champion in only her second tournament and first WTA tournament since returning to competition
- Mladenovic officially opened new courts at Pype Hayes Park in Birmingham and assisted with a kids' tennis clinic for over 100 children

## EASTBOURNE

— INTERNATIONAL —

- Record ticket sales (up 30%) with record ticket revenues (up 35%)
- ATP event back for the first time in 3 years
- Best ever female player field (8 of the top 10 and 15 of top 20 female players including Wozniacki, Konta, Pliskova, Cibulkova, Halep and French Open Champion Ostapenko)
- Strong male player field including Djokovic, Monfils and Isner
- First year of our reinvestment programme with Eastbourne Borough Council to transform Devonshire Park
- The BBC committed to broadcasting the tournament until 2024

### Highlight

- Two British women (Konta and Watson) reaching the semi-finals for the first time in the tournaments' history
- World-class winners: Pliskova and Djokovic
- Heather Watson's first round three hour thriller against Tsurenko

## THE QUEEN'S CLUB

— CHAMPIONSHIPS —

- A record player field (5 of top 7)
- Record ticket sales (up 35%) with record ticket revenues (up 78%)
- Record prize money
- Broadcast live on BBC throughout the week, with semi-finals and final live on BBC1 with an audience of 1.8million
- Tournament seen by 28million viewers in 48 countries

### Highlights:

- Singles champion Feliciano Lopez became the tournament's oldest champion in the Open Era
- Jamie Murray became the first British man to win a doubles title at the event since 1990
- Andy Murray committed to compete in the tournament for the duration of his career
- The BBC committed to broadcasting the tournament until at least 2024

## SURBITON

— TROPHY —

## MANCHESTER

— TROPHY —

## ILKLEY

— TROPHY —

## SOUTHSEA

— TROPHY —

- Record ticket sales (up 25% across the three events)
- 40 top 100 players taking part across all tournaments (vs 14 in 2016)
- Ticket income from the Aegon Manchester Trophy donated to the We Love Manchester Emergency Fund
- The inaugural Southsea Trophy launched successfully offering fans the chance to watch world-class tennis for free
- Increased prize money

### Highlight

- Surbiton and Ilkley winner Rybarikova going on to reach the semi-finals of Wimbledon

## 6. Create a culture of striving for excellence

This year was a critical year for British Tennis as we finalised the new ten year Performance Strategy (see page 22), designed to make Britain one of the most respected nations in the world for player development by creating a pathway for champions that nurtures people, teams and leaders.

Budding future British champions who may find themselves on this pathway were treated to yet more inspiring and memorable performances from British players over the course of the year. Johanna Konta led the charge, winning the Miami Open and Sydney International, winning an exhilarating quarter-final to reach the Wimbledon semi-finals and reaching a career-high ranking of world-number 4.

“It’s great for women’s tennis. It’s terrific for tennis. And it’s even more special for everybody here in Great Britain.”

**BILLY JEAN KING**  
COMMENTING AFTER THE WIMBLEDON  
KONTA/HALEP QUARTER-FINAL

For budding young female players there were more inspirational performances from Great Britain’s Fed Cup team who were bidding to return to the Fed Cup’s World Group stage for the first time in 24 years. The team triumphed over Portugal, Latvia and Turkey to book their place in April’s play-offs against Romania. Although they eventually lost the tie, the team shone a new light on the women’s side of the game. The performances by Johanna Konta and the Fed Cup team contributed greatly to inspiring more women and girls to play tennis. This was summed up in a quote by BBC Commentator Sue Barker after Johanna Konta’s quarter-final match against Simona Halep at Wimbledon: “What a great advert for women’s tennis. What a match. What a victory. What a story.”

Yet more successes were seen in the men’s game; Andy Murray began the year as world number 1, Kyle Edmund showed consistency throughout the year remaining well within the top 60 at all times and the Davis Cup team once again reached the quarter-finals. Jamie Murray continued his world-class form in the mixed doubles, winning two grand slam mixed doubles titles (The US Open and Wimbledon) with partner Martina Hingis.

The grand slam success continued in wheelchair tennis, led by an outstanding year from Alfie Hewett, who finished at a career-high of world number 2. He won his first grand slam singles title at the French Open as well as reaching the US Open singles finals and the semi-finals of Wimbledon. Along with Gordon Reid, Hewett also won the US Open and Wimbledon men’s doubles.

In June, fans were treated to many exceptional grass court British performances in the lead up to Wimbledon. Jamie Murray delighted a home crowd by winning the men’s doubles at the Aegon Championships, Johanna Konta reached the final of the Aegon Open (Nottingham), two British women (Konta and Watson) reached the semi-finals of the Aegon International (Eastbourne) for first time in the tournaments’ history, and Heather Watson’s 3 hour, first round match against Tsurenko in Eastbourne had spectators on the edge of their seats from the very first round.

In addition, Great Britain’s University Tennis Team won their first ever gold medal at the Master’U BNP Paribas Tournament in France – the world’s biggest annual university tennis team event.

Many juniors have been inspired to take up the game thanks to our inspiring role models and over the course of the year we continued to support young player development. 2017 saw the evolution of the National Junior Programme into the National Age Group Programme (NAGP), and the launch of a new regional training programme for players aged 10-14 years old, both of which will form an integral part of the new ten year British Tennis Performance Strategy. The NAGP will facilitate annual access to world-class coaching, science and medicine support for about 30 of nation’s highest potential young players between the ages of 10 and 21. Led by Great Britain’s men’s and women’s teams, the NAGP’s aim is to increase the likelihood of players achieving the selection criteria for National Academies by the age of 14 and the Pro Scholarship Programme by the age of 21. It will provide our aspiring young players and their personal coaches with inspirational training and competition opportunities in transformative environments aligned to the philosophy of our Davis Cup and Fed Cup teams.

Once again Great Britain’s juniors enjoyed successes on the international stage. In the Tennis Europe Winter Cup, three teams finished in the top 8, with the 16U boys victorious. The Great Britain 18U team finished third in the Tennis Europe Sumer Cup. Individually, Jack Pinnington-Jones became the first British player to end the season as number 1 in the Tennis Europe 14U rankings, after a season in which he won three singles and four doubles titles, including gold at the European Junior Championships with Joel Pierleoni, and reaching the finals at the Tennis Europe Junior Masters. Anton Matusevich also had a strong year, winning the singles in the Grade 2 Siauliai Open in Lithuania. The year was rounded off with three boys and two girls finishing inside the top 100 in the ITF Year-End Rankings (George Loffhagen, Aidan McHugh, Jack Draper, Emily Appleton and Ali Collins).

As we reported in the Performance Strategy section of this report on page 22, whilst these results provide some optimism for the future, the performance pathway needs to successfully nurture and develop much greater numbers of high potential junior players if Great Britain is to build on and sustain its current success at the top of the world game.



# 4

## SECTION FOUR ENABLERS

In 2017 we continued to improve the foundations of British tennis so that we can grow the sport we love. This meant building on the work we achieved in 2016 to put the right finance and governance structures in place and to ensure that we have the very best staff and volunteers to turn our plans into action. Collectively, we refer to these vital components of our strategic plan as Participation Enablers.

## Safeguarding

Creating a secure, respectful environment for those in our sport is our top priority; nothing is more important to us than the safety of children, young people and adults at risk who play tennis.

In 2017 several high profile safeguarding cases in the world of sport, including tennis, provided a stark reminder that safeguarding must always remain our top priority. We are committed to having the best safeguarding procedures possible at every level of the game and in 2017 we commissioned an independent inquiry to look at the lessons that tennis can learn from a particular case at Wrexham Tennis Centre. This is ongoing, and its findings will be made public later in 2018.

Throughout the year we continued to provide support and guidance to those involved in tennis in Britain to ensure that together we set and uphold the highest possible safeguarding standards and that anyone of any ability or background has the opportunity to enjoy tennis. This included:

- The selection and launch of County Safeguarding Officers, improving our network of safeguarding trained volunteers to help improve safeguarding in every county
- Appointing a new Head of Safeguarding in June, a former senior police officer with experience in child protection work
- Receiving a rating of Green by the Child Protection in Sport Unit, the highest award available
- Achieving compliance with the Sports' Governance Code
- Improving the support we give to Welfare Officers and Safeguarding Leads: almost 40% say the support from the LTA in relation to safeguarding has increased since last year

- Developing and beginning to implement an action plan informed by internal reviews and the recommendations of the independent safeguarding review
- Revising the LTA safeguarding pages on our website to provide clear, concise advice to venues of ways to implement minimum safeguarding standards quickly and easily
- Reviewing how we can improve our case management system to ensure that cases are better recorded and managed.

As we move into 2018 we will continue to build on this critically important area, ensuring that it remains our top priority and taking recommendations from the independent inquiry to ensure that we have the best safeguarding procedures possible at every level of the game.

## Reporting a Concern

If you have concerns, or wish to report anything, you can call the LTA on: 020 8487 7000 (Monday-Friday, 9am-5pm) or email the safeguarding team at [safeguarding@lta.org.uk](mailto:safeguarding@lta.org.uk). If you'd like to speak to someone outside of office hours, you can call the NSPCC on 0808 800 5000. If someone is in immediate danger, call the police (999).

## Equality, Diversity and Inclusion

In 2017 we published our new Diversity Plan 2017 – 2020 and achieved the Intermediate level of the Sport Equality Standards (a vehicle for widening access and increasing the participation and involvement in sport by under-represented individuals, groups and communities). We delivered Diversity and Inclusion training sessions for LTA and Tennis Foundation colleagues so they are better equipped to advise clubs and venues, and we also boosted our Diversity resources by creating new Disabled Access Guidelines and producing a Diversity and Inclusion Policy template that clubs can download and use.



### A game for life

Tennis is a game for life; more than half of all tennis players are over 35 years old and there has been a 20% increase in 45+ players over the last 10 years. We therefore work closely with Seniors Tennis GB to encourage people over 35 years old to stay in the game, or to start playing it for the first time.

The Seniors Tennis Participation Programme (STPP), supported by the LTA, grew in popularity in 2017. Now in its third year, the programme awards small grants of up to £500 to schemes devoted to getting players over the age of 35 back into the game or to play for the first time. Many schemes target the parents of children already playing tennis, reminding them that tennis really is a game for all generations.

This year there was an increase in applications (140 vs 105 in 2016) and a total of £22,500 was awarded to 80 venues (up from 50 in 2016) to help them put their plans into action. 59% of sessions were free and of the 1,200 players getting involved, over 450 people signed up to further lessons afterwards and over 300 signed up to club membership.

Whilst many over 35 players enjoy the game for its social and recreational benefits, for many the competitive side of the game provides a strong motivation to play. Seniors Tennis GB organises an increasing number of competitive tournaments for senior players of all ages and abilities. The National Inter-Club and National Inter-County Championships continue to thrive with 2,000 and 2,600 players respectively, offering those over 35 the chance to compete at a high level.

2017 also saw more inspirational successes on the international stage for Great Britain's senior teams and individuals. At the 2017 ITF World Super Seniors Championships, which this year included a new age group of men's 85s, Great Britain teams came away with 2 bronze medals (Women's 65s and Women's 75s) and a further four teams finished in 4th place (Men's 75s, Men's 80s, Women's 80s and Men's 85s).

In the Individual championships, British doubles players achieved an impressive 5 silver medals (Men's 75s, Women's 70s, Men's 80s, 85s Mixed Doubles) and 8 bronze medals (Women's 55s, Women's 60s, Women's 65s, Women's 75s, 55s Mixed Doubles, 60s Mixed Doubles, 70s Mixed Doubles and 80s Mixed Doubles, Men's 60s).

In the ITF Young Seniors World Team Championships, Great Britain won silver and bronze medals in the Men's 35s and Women's 40s respectively. In the individual event, a further silver medal was won in the Men's 40s, along with two bronze medals in the Men's 45s doubles and singles.

A highly successful year was brought to a close with yet more success in the ITF Seniors World Team Championships. Great Britain Women's 60s team won a silver medal and the Women's 55s won bronze.

Finally, congratulations to June Pearce who was named European Player of 2016 by Tennis Europe as the highest-ranked player in the Women's 80 category on the ITF ranking list.

### Officials

Officials are an integral part of the British Tennis family, ensuring that almost 10,000 tournaments and major events, and many fun, local competitions are played in the spirit of fair play.

In 2017 Chair Umpires James Keothavong and Alison Hughes led the way in shining the spotlight on the skill and knowledge of British officials on the world stage. They were both selected as the umpires for the Singles Finals at the 2017 Australian Open with James being the first British Umpire at an overseas Men's Singles Grand Slam Final since 2004. In addition, James umpired the Davis Cup Final with Phil Evans selected as the Review Official, and Alison umpired the Fed Cup Final. This meant that three out of the eight appointments for the Davis Cup and Fed Cup finals went to British officials.

It is vital to ensure that this success inspires the next generation of world-class officials. We were therefore delighted that two officials (Chris Mann and Kath Lovell) successfully achieved Silver Badge Referee level, an achievement matched by just 207 others worldwide. Darren Michaels achieved Silver Badge Chief Umpire (putting him amongst the top 107 Chief Umpires in the world) and Robert Balmforth was promoted to Silver Badge Chair Umpire, putting him amongst the top 76 Chair Umpires in the world. Further successes were achieved by members of the National Development Group with Jacob Miles and Philip Lodge achieving the ITF White Badge Chair Umpire status.

Our work to grow, develop and support the team of officials to get more people playing tennis more often – as set out in our Officiating strategy – continued at pace this year with a strong focus on development. We held the very first Officiating Conference for over 130 on and off-court officials, providing a new platform to learn, network and share best practice. The event was a great success with a 100% satisfaction rating and this will now become an annual event.

A new Umpire Development Group was established to develop ten Chair Umpires at the start of their careers, all of whom are now eligible to Chair Umpire at professional tennis events. In addition, new Referee Development Groups were established in some regions to support and develop Referees at grassroots level and to give them more direct contact with LTA colleagues on a regional basis. We also built on our work in 2016 to recruit and train new on and off-court officials from universities through our Student Officiating Academy, giving students access to a development opportunity that they can put to use at summer tournaments during the academic summer breaks. Recruiting took place in Loughborough University in 2017 with courses planned for Exeter and Scotland in 2018.



### Supporting and engaging volunteers

Central to the British Tennis family are the estimated 25,000 passionate volunteers who together give up millions of hours of their time each year to make it possible for those who want to play tennis to do so.

Without their dedication to the game, we would not be able to achieve our mission which is why we work tirelessly to 'engage and mobilise the British Tennis family' – giving them support and guidance to help them do their work. The Aegon British Tennis Awards are at the heart of this objective and we are grateful to LTA Councillors and county organisers who have helped us to streamline and improve the county, regional and national awards process so that we celebrate the achievements of the British Tennis family in the best possible way.



## CASE STUDY

### Young Volunteer of the Year: Roxanne Marshall from Hill Lane Junior Tennis Club.

I started playing when I was about 13 and after only a year of playing I was asked if I would like to help out coaching with some of the mini players on a Saturday morning. I had to wait until I was old enough to undertake my Level 1 (LTA coaching qualification) and then another year later progressed onto my Level 2. This has enabled me to grow and develop my coaching skills, and I am now leading sessions for a whole range of ages; right from minis up to adults, all with various abilities.

It wasn't until I had been involved with the club for a year or so that I realised how reliant it was on volunteers. All the great work that others were doing to really make the best out of the club for the local community, just meant that I couldn't help myself from getting involved too!

I then started assisting with the internal competitions we run on a monthly basis. Firstly, I started scoring players' matches, however I have since progressed to virtually running the competitions. During this time, I have been at the forefront of introducing a leaderboard system with certificates and medals.

Aside from this, I have designed flyers to promote the club and open days, as well as producing the club's monthly newsletter.

I enjoy all aspects of my volunteering, that's why I do it! A massive highlight for me was being nominated for the Young Volunteer Award and getting recognition for what I have done out of enjoyment and satisfaction. I also love seeing that the work I do with so many great other volunteers, has such an impact on players; both in the sense of progression and enjoyment.

It's great to know that what we do is making a difference in helping to get more people playing tennis more often. If you are considering volunteering.....then just do it! However big or small, it will have a massive impact and I'm sure you will get such a buzz from it! You get to meet and work with some fantastic people and that is one of the best things!

# THE AEGON BRITISH TENNIS AWARDS

The Aegon British Tennis Awards allow us to say thank you to the vast and inspirational British Tennis family for their tireless work each year. This includes 25,000 volunteers, 4,600 coaches and 975 officials working across 20,000 schools, 2,700 clubs and over 9,300 LTA approved tournaments to help bring fans and players closer to the game we all love.

The 2nd Aegon British Tennis Awards, beginning in 2016 and culminating in the national awards ceremony in 2017, went from strength to strength. Thanks to the hard work of LTA Councillors and County Organisers, over 1,000 nominations across 38 Counties were made with every nomination serving to showcase the outstanding commitment of the British Tennis family.

In total, 300 county winners were announced and from these winners, 70 Regional Awards were made across England, Scotland and Wales. Each regional winner was considered for a national award and, at a glittering national awards ceremony at The Championships, Wimbledon in July, 14 national winners were announced.

All awards were presented by a host of familiar faces including Honorary LTA President, Her Royal Highness the Duchess of Gloucester, former British No.1 Annabel Croft, Davis Cup captain Leon Smith OBE, 2012 Wimbledon Men's Doubles champion Jonny Marray and former Davis Cup player Jamie Baker.

Thank you to everyone who made a nomination, every nominee, LTA Councillors, County Organisers and our sponsors, Aegon and Highland Spring for supporting these awards and allowing us to shine the spotlight on these inspirational people.

Looking ahead, the 2017 awards have got off to great start with 1,400 nominations made, each one uncovering more inspirational stories of the volunteers, coaches, officials and venues that help create opportunities for more people to play tennis. We look forward to showcasing many of these stories at the next country, regional and national awards.

“For me, it’s so rewarding giving back to a sport I love and seeing our players grow in confidence, gain new friendships and improve their mental wellbeing.”

**WENDY GLASPER**  
CATHIE SABIN VOLUNTEER OF THE YEAR

# 2016 AEGON BRITISH TENNIS AWARD WINNERS

Aegon Coach of the Year	<b>Jonny Willcox</b>
Cathie Sabin Volunteer of the Year	<b>Wendy Glasper</b>
Young Volunteer of the Year	<b>Roxanne Marshall</b>
Highland Spring Club of the Year	<b>Hingham Tennis</b>
Community Venue of the Year	<b>Newport LIVE Tennis Centre</b>
Disability Programme of the Year	<b>Grantham Tennis Club</b>
Education Programme of the Year	<b>Cardinal Newman Roman Catholic School PE Department</b>
Competition of the Year	<b>Tony Pillinger for Leamington LTSC Junior Open</b>
Official of the Year	<b>Graeme Luckin</b>
Outstanding Achievement of the Year	<b>Sue Rich</b>
Aegon Men's Player of the Year	<b>Andy Murray</b>
Aegon Women's Player of the Year	<b>Johanna Konta</b>
Aegon Junior Men's Player of the Year	<b>Jay Clarke</b>
Aegon Junior Women's Player of the Year	<b>Emily Appleton</b>

## LOOKING AHEAD

As stated in the welcome message, good progress has been made towards strengthening the foundations of our sport. As we look to 2018, under the leadership of our new Chief Executive, Scott Lloyd, we will continue at pace, building on these foundations to grow our sport at scale and get more people playing tennis, more often.

Through our Transforming British Tennis Today fund, we'll work with local authorities and passionate community groups to transform tennis facilities across the country. Together, we will work towards our ten year goal to increase the number of covered and floodlit courts by 50%, deliver 750 newly covered indoor courts, deliver over 4,000 newly floodlit courts and install approximately 3,000 online booking and entry systems so anyone can book and access their local tennis court easily and in an affordable way.

Tried and tested initiatives such as Tennis for Kids, Team Challenge and Great British Tennis Weekends will continue to receive our support so that they can bring the fun and enjoyment of tennis to more people than ever before. We'll also continue to improve our support for coaches who play such a key role in inspiring people to get involved in the game.

Players and fans alike will be treated to world-class experiences at our grass court Major Events and through our vastly improved British Tennis Membership. With the new ten year Performance Strategy now complete, we will be working with venues, players, coaches and parents to implement this strategy so that we can deliver a seamless pathway for British Tennis Champions that nurtures people, teams and leaders. This will include supporting our Fed Cup and Davis Cup teams as they continue to inspire the nation through their performances.

Above all else, safeguarding will remain our very highest priority, ensuring that we take the recommendations from internal reviews and an independent safeguarding review to set and uphold the highest possible safeguarding standards.

As we push on to drive growth in the game, we'll be doing so against an exciting backdrop; 2018 marks the LTA's 130th anniversary, the 50th anniversary of the first professional Open Tennis tournament in Bournemouth, and 40 years since the BBC first televised Queen's and Eastbourne. We will ensure that we take time to look back and celebrate these moments, without losing focus on the job ahead of us to get more people, playing tennis 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 you could join 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. Below 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.



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.



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



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



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



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



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 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.



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



Half day family-friendly, fun competitions which are themed to reflect calendar moments such as Grand Slams.



The biggest junior tournament in British tennis which gives all 14U players the opportunity to progress through to compete on the world famous grass courts at Wimbledon.

# WHO'S WHO

## Patron

HRH The Duchess of Cambridge

## Honorary President

HRH The Duchess of Gloucester

## Board Members

Richard Baker	Independent non-executive Director
Martin Corrie	President
David Gregson	Chairman of the Board
Craig Haworth	Council-elected non-executive Director
Clare Hollingsworth	Independent non-executive Director
Scott Lloyd	Chief Executive Officer (from 8th January 2018)
Nicola Maskens	Chairman, Tennis Development Committee, non-executive Director
Sandi Proctor	Council-elected non-executive Director
David Rawlinson	Deputy President
Simon Steele	Finance Director

## Executive Team

Scott Lloyd	Chief Executive Officer (from 8th January 2018)
Stephen Farrow	LTA Legal Director and Tournament Director, Aegon Championships
Alastair Marks	Participation Director
James Mercer	Commercial Director
Niall O'Keefe	Interim Marketing Director
Olly Scadgell	Director of Major Events & Competitions
Simon Steele	Finance Director
Simon Timson	Performance Director
Vicky Williams	People Director

# CONTACT US

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SW15 5JQ  
020 8487 7000

[info@lta.org.uk](mailto:info@lta.org.uk)

# REGIONAL OFFICES

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## Midlands

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Loughborough  
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01509 226 722

### Edgbaston

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029 20463335

[tenniswales@tenniswales.org.uk](mailto:tenniswales@tenniswales.org.uk)

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# BRITISH TENNIS TODAY\*

\*ALL INFORMATION CORRECT AS OF END OF 2017

**1,755,600**  
MONTHLY PLAYERS  
(2016: 1,760,889)

**718,000**  
WEEKLY PLAYERS  
(2016: 697,000)

**43%**  
FEMALE

**43%**  
FEMALE

**57%**  
MALE

**57%**  
MALE

SOURCE: LTA BASELINE TRACKER  
(12MONTH DATA TO END OF DECEMBER 2017)

**5.4** MILLION  
PEOPLE PLAY  
TENNIS AT LEAST ONCE A YEAR



**33%**  
IN LOCAL  
PARKS



**20%**  
IN TENNIS  
CLUBS



**19%**  
IN EDUCATIONAL  
VENUES



**28%**  
IN OTHERS  
(I.E. LEISURE  
CENTRES)

**22,000**  
SCHOOLS

**35**  
COLLEGES

**45**  
UNIVERSITIES

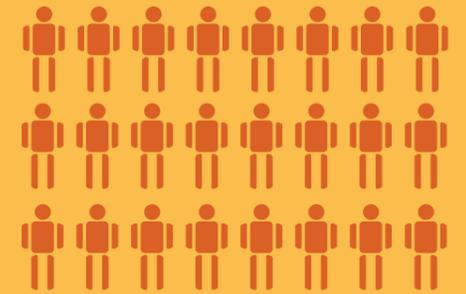
SUPPORTED BY  
LTA & THE TENNIS  
FOUNDATION

**272,594**  
BRITISH TENNIS SOCIAL MEDIA FANS

**608,101**  
BRITISH TENNIS  
MEMBERS  
(2016: 590,000)

**2,768**  
REGISTERED  
CLUBS

WITH  
**760,762**  
TENNIS CLUB  
MEMBERS



**25,000**  
VOLUNTEERS



**40**  
COUNTY ASSOCIATIONS  
& NATIONAL COUNTY AND  
ISLAND ASSOCIATIONS

**387**

VENUES SUPPORTED BY THE TENNIS  
FOUNDATION TO DELIVER DISABILITY-  
SPECIFIC SESSIONS TO

**7,644**  
MONTHLY  
PLAYERS

(AN INCREASE OF 9% ON 2016)

**130** SERVES SITES  
DELIVERING TENNIS IN  
DISADVANTAGED COMMUNITIES



**45,439**  
JUNIOR  
COMPETITORS

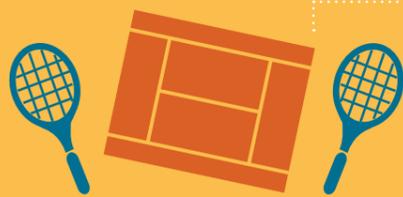
**975**  
LICENCED  
OFFICIALS

HOME TO  
**13**  
WORLD CLASS  
TOURNAMENTS

- The Championships: Wimbledon
- Nitto ATP Finals
- The Queen's Club Championships
- Eastbourne International (WTA and ATP)
- Birmingham Classic (WTA)
- Nottingham Open (WTA and ATP Challenger)
- Ilkley Trophy
- Manchester Trophy
- Surbiton Trophy
- Southsea Trophy
- British Open Wheelchair Tennis Championships
- NEC Wheelchair Tennis Masters
- INAS World Championships



**9,276**  
LTA APPROVED  
TOURNAMENTS



**23,000**  
TENNIS COURTS  
IN GREAT BRITAIN



**31%**  
(7,149)  
IN PARKS



**55%**  
(13,515)  
IN CLUBS



**14%**  
(3,261)  
IN OTHER



**4,672**  
ACCREDITED COACHES  
(2016: 4,439)



ANNUAL REVIEW FOR THE  
YEAR ENDED 31ST DECEMBER 2017