



**VISION 2019 – 2023**



# TENNIS

*Opened Up.*

**Tennis is for everyone.**

**All ages, all backgrounds, all levels of fitness.  
Anyone can pick up a racket, anyone can be  
part of the tennis family.**





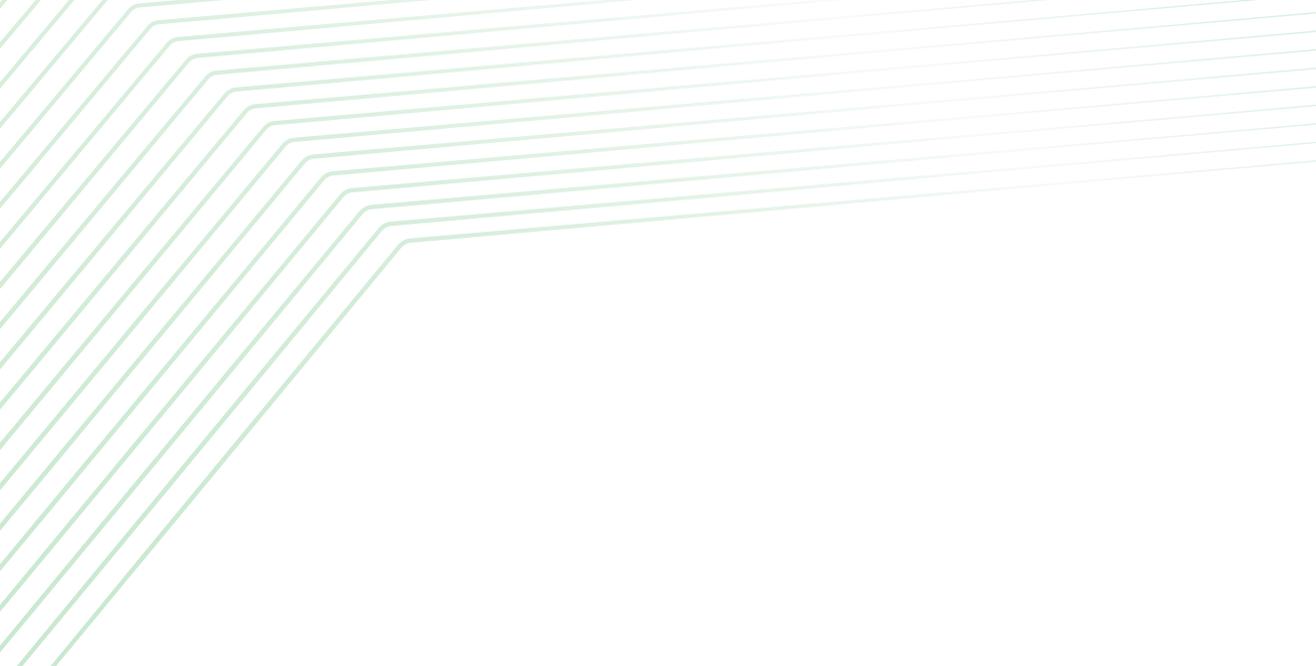
## Tennis brings together families, different generations and the country as a whole.

It can be at the heart of our community and a source of social enjoyment. It's a rewarding physical challenge for those who play it, and a wonderful spectacle for those who watch.

However, we must acknowledge that not everyone sees it this way. Some view it as a 'closed sport' without the breadth of appeal and participation of many other sports. It is important to learn from this, address the issues, and build positively and purposefully for the future.

We want to take tennis forward into a new age and ensure it is embraced by many more people. It is time for us to change perceptions of tennis and break down barriers, both real and perceived. It's time we changed the hearts and minds of the nation and helped more people to enjoy tennis in the way that's right for them.

**It's time to open up tennis.**



## **WHO WE ARE AND WHAT WE DO**

The LTA has been the governing body of tennis in Britain since 1888, providing the necessary governance, events and competitive structure for the game.

We also have an important role to play in ensuring the popularity and longevity of our sport. We're here because we're passionate about tennis, and we want to spread that passion across the nation.

We're at the heart of tennis.  
We're the catalyst for growing participation and popularity in Britain. We work with partners across the whole of the tennis family to provide support, practical help and innovative ideas to keep tennis moving forward.

Our five year plan has been developed with the help of a wide range of people representing all aspects of the game. It sets out a new vision and mission to guide our future, as well as the strategies and actions needed to turn our new vision into reality.

## **THE CHALLENGE TENNIS FACES**

In 2008 we completed some research with members of the public. We asked them what sports or exercise alternatives were available to them and they identified 58 different activities.

We re-ran the research in 2018, using exactly the same methodology. This time they mentioned 116 activities.

The number of alternatives had exactly doubled. And meanwhile, over the last 10 years, participation in tennis has fallen significantly.

We know that this situation is not unique to tennis; every traditional sport faces the same pressures. But that doesn't mean we won't act. We need to acknowledge the challenge, recognise how serious it is and respond to it.



## DISCOVERY

A year ago, with these challenges firmly in our minds, we set out to discover what people thought about tennis. We wanted to know its public image, its strengths and weaknesses as a sport, and what people thought needed to be done to turn things around.

We spent time on this process, because we wanted to get it right. We listened to volunteers, coaches, colleagues, players, those who used to play, non-players, the media, sports commentators, tennis professionals and fans. Sometimes it wasn't easy listening. We had to open ourselves up to criticism and be honest about the past, and what the future might hold.

### **This is what we heard:**

We heard about the amazing benefits and appeal of our game. It is ageless, sociable and fantastic for physical and mental well-being. We heard that the whole family can play, that it's a great game for people with disabilities and is hugely rewarding in so many ways.

But it wasn't all good. We also heard that tennis can be elitist, intimidating, costly and hard to access. It's described as a 'difficult game to play well enough to enjoy'. We heard that we have started too many initiatives and finished too few, that the LTA is sometimes seen as bureaucratic, slow and complex.

The overriding sentiment was that tennis in Britain has to change, and we've taken this to heart.



## SETTING A VISION

Our vision inspires us and is at the heart of our plan for the future. Based on what we heard, and what we know works, we have kept our vision simple and wide reaching; something we think everyone can embrace.

We developed and tested it with the help and support of all of those groups, and it's just three words;

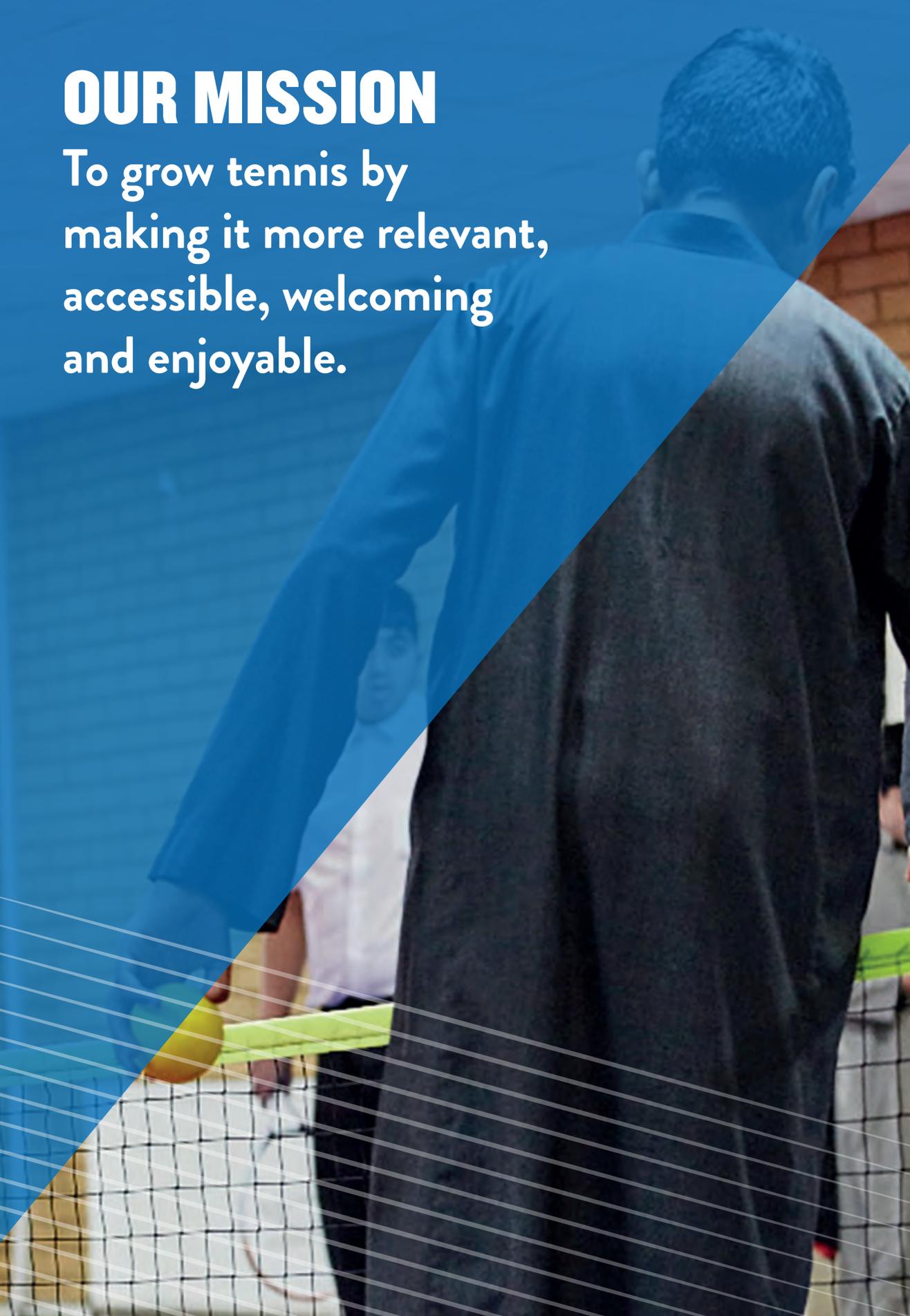
# TENNIS

# *Opened Up.*

These three words are now central to our planning and decision-making processes. And we have the focus and determination that, coupled with the support of everyone in tennis, will really make a difference.

# OUR MISSION

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





To help guide us in delivering our vision we have developed our mission – this identifies four areas, we call them ‘pillars’, that we need to focus on and improve to really open tennis up. These have been developed in line with the feedback from our research, from what people identified were issues with tennis today.

# OUR PILLARS

## RELEVANT

The sports and activity market is being disrupted. New activities, classes and different formats of existing sports are constantly entering the market and making a big noise. Tennis is seen as traditional, old fashioned and reserved. To succeed it needs to be seen as modern, fresh and exciting.

*“Tennis doesn’t pop into my head for some reason. When you’re not near a park you forget! I don’t think it’s fashionable any more... I’ve not seen anybody endorsing tennis. You don’t see celebrities playing”*

**Lapsed Player**





## ACCESSIBLE

All sports need to be accessible. If there are barriers to involvement people will go elsewhere. People have little knowledge of how to get involved with tennis and the barriers, both real and imagined, are high. Tennis needs to be seen as an easy sport for people to engage with. The process must be frictionless and available when you want it.

### Tennis on your terms.

*“Tennis’ biggest challenge is to mobilise people who cannot afford to go to a club or where there aren’t any. That’s the difference between us and football”*

Volunteer



## WELCOMING

'Will I belong?' is a big question that everyone asks. Tennis is perceived as inward looking, elitist, and socially and technically intimidating. This image must be broken down; everyone is welcome in the tennis family whatever their age, ability or social background.

*"When you think of sport you think of being part of a team but with tennis it is just about yourself...with something like football, you know if you do something good you are benefiting everyone, not just you and you can all have fun together"*

Lapsed Player

## ENJOYABLE

Sport and exercise should be uplifting, positive and exciting. People have many options that attract attention and promise enjoyment. Tennis is viewed as a tough sport requiring commitment, dedication and a lot of hard work but it doesn't have to be this way. The social side, the different formats and the exhilaration of playing are richly rewarding and hugely positive.

*"I like being on court with my friends. If I'm having a laugh, it doesn't matter if I'm not very good"*

Casual Player

# TURNING THE VISION INTO REALITY

We have developed our programme of action with input from all types of people with a stake in the future of tennis in Britain. It is based on seven core strategies.

We have delivery plans for each with timelines, allocated resources, responsibilities and measurement criteria.



# THE BIG

## 01/ **VISIBILITY**

Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.

## 02/ **INNOVATION**

Innovate in the delivery of tennis to widen its appeal.

## 03/ **INVESTMENT**

Support community facilities and schools to increase the opportunities to play.

## 04/ **ACCESSIBILITY**

Make the customer journey to playing tennis easier and more accessible for anyone.

## 05/ **ENGAGEMENT**

Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers, to attract and maintain more people in the game.

## 06/ **PERFORMANCE**

Create a pathway for British champions that nurtures a diverse team of players, people and leaders.

## 07/ **LEADERSHIP**

Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.

# 01 / VISIBILITY

**Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.**

The media exposure created by The Championships, Wimbledon causes a peak in play every year; however it is very short lived. We need to ensure tennis is enjoyed and relevant, year-round, nationwide, for players and fans alike, whilst still capitalising on the benefits this great tournament brings.

## **HOW WE WILL DO IT:**

- Develop and innovate within our portfolio of tournaments, players and other assets to maximise visibility of tennis all year round and increase broadcast opportunities.
- Promote and activate our events and competitions to engage and excite local communities around tennis.
- Build a communications and content programme to increase the levels of fan engagement and win back lapsed players.





*“Two weeks after Wimbledon is when I feel most inspired to play tennis, it sums up summer and I really enjoying watching it! The champagne, strawberries and grass is aspirational... if the weather happens to be nice then maybe I’ll play!”*

**Lapsed Player**



# 02 / INNOVATION

## Innovate in the delivery of tennis to widen its appeal.

Most people only know the traditional full-size court, yellow ball game which is believed to be difficult to play.

Other forms such as padel tennis and soft ball tennis, as well as fun competition formats, offer the opportunity to bring people into the game.

## HOW WE WILL DO IT:

- Identify, engage with, and promote formats of the game that make tennis more fun, flexible and easier to play.
- Create occasions and programmes to stimulate and engage new audiences in tennis.
- Deliver more relevant and enjoyable competition formats at a grassroots level for all abilities, genders and ages.

*“There is a sport I have played in Spain called padel tennis – like a cross between squash and tennis. You play doubles with big foam bats so is much easier than normal tennis – I have never seen it in England – wish they had it here”*

Casual player

# 03 / INVESTMENT

**Support community facilities and schools to increase the opportunities to play.**

Starting early is the key to increasing participation in any sport, as well as providing facilities that are readily accessible – whether at clubs or community centres.

## **HOW WE WILL DO IT:**

- Evolve our facility investment strategy to deliver the right tennis facility and operating models.
- Increase opportunities for children to play tennis when they are at school.
- Support clubs to grow and retain membership, increase participation and be financially sustainable.

*“The perfect scenario would be to have access to tennis wherever and whenever. In schools, across the board, as part of the curriculum as opposed to just private schools where they can already afford to do it”*

**Coach**



# 04 / ACCESSIBILITY

Make the customer journey to playing tennis easier and more accessible for anyone.

There are so many people in Britain who we know would love to play tennis and would gain a lot from it but don't play at the moment - we need to ensure it is easy and affordable for them, whoever they are.

## HOW WE WILL DO IT:

- Improve the awareness of the affordability of tennis.
- Make it easy for people to find and access tennis facilities.
- Make it easy for people to find someone to play with and competitions to compete in.
- Develop and implement a joined up junior pathway to get more kids playing and staying in tennis.
- Engage with underrepresented audiences to inspire them into tennis.

*“It feels a bit like, ‘how the hell do I get in here? Am I allowed? Am I breaking in? Should I have paid somebody?’... there’s probably very simple things you can do with every court that say ‘this is how you book this court and when’... it feels like the way to get on these courts is hidden away”*

Executive Team Member



# 05/ **ENGAGEMENT**

**Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers, to attract and maintain more people in the game.**

We know there are thousands of us that are truly passionate about tennis and want to share our great sport with everyone.

At the moment there are some brilliant examples but we are not all aligned. Together we can deliver the sport much more effectively.

## **HOW WE WILL DO IT:**

- Attract a diverse and inclusive workforce that is aligned to our culture and vision.
- Develop a leading qualification and relevant support that attracts, develops and engages coaches to achieve their goals and deliver our vision.
- Motivate and support volunteers in helping them to deliver tennis.





*“I want everyone to be working in the same direction... all the clubs to be working together to the same goal. I work with two clubs and am trying to get them to think about working together not a ‘them and us’ attitude”*

Coach

# 06 / PERFORMANCE

**Create a pathway for British champions that nurtures a diverse team of players, people and leaders.**

Part of our role is to give our thousands of fans something to cheer for and be proud of. There is no doubt that the more successful our British players are, the more exposure tennis gets.

We need to find talent and nurture it. Then ensure that success leads to increased participation, whether that be fans or players.

*“There are lots of missed opportunities in tennis... It is a golden sport with Britain doing well at a high level and a great following, but we don't really make the most of this in getting people to play”*

**External Expert**

## **HOW WE WILL DO IT:**

- Deliver the Davis & Fed Cup squads, and the wheelchair World Class Programme with excellence.
- Support and hold Pro Scholarship Programme players and their personal coaches accountable for the achievement of their Individual Development Plan goals.
- Transform the development of future British champions by supporting and holding National Academies to account for the delivery of full-time, residential, pro-style training environments.
- Work with players and coaches on the National Age-Group Programme to support the achievement of Individual Development Plan goals in order to create an oversupply of players competing for places; on the Pro Scholarship Programme by age 16, at National Academies by age 14, and at Regional Player Development Centres and Regional Training by age 11.
- Educate and develop performance coaches and people capable of delivering the player development philosophy with excellence.



# 07 / LEADERSHIP

**Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.**

This is core to our role; it is something that we take seriously and do well, but we are not complacent. We will continue to be a best in class governing body in order to play our part in delivering the vision for tennis in Britain.

## **HOW WE WILL DO IT:**

- Develop and implement the highest safeguarding standards across tennis.
- Grow our revenues and enhance our long-term investment making capabilities to protect the sport.
- Develop, invest and maintain the technology, data strategy, infrastructure and capability to enable the delivery of our strategic plan.

*“For me it’s about protecting the grassroots of the sport... To make sure the sport still exists in a generation’s time or a generation beyond that”*

**Colleague**



## **THE VALUES THAT GUIDE US**

How we interact is important to all of us. We want to work together, with the same beliefs and principles; to be a true line of one through our sport.

We have identified four values that will guide us towards our vision:

### **TEAMWORK**

**We work together** to grow tennis in Britain.

### **INTEGRITY**

**We take responsibility** for our actions and do what is right.

### **PASSION**

**We have an enthusiasm** that makes everyone want to be part of what we do.

### **EXCELLENCE**

**We continuously strive** to be the best we can.

# MAKING

## *it happen...*

### **FANS**

We know that there is a huge opportunity to bring more tennis fans closer to the LTA, so we can build relationships with them, offer them new ways to enjoy tennis, and help them rediscover a love for playing. We'll aim to have many more fans engaged with us by 2023.

### **ADULT PLAYERS**

We will help many more people pick up a racket; for the first time or the first time in a while. And we'll make sure people of all ages and abilities can and do play more often, not just in the summer.

### **YOUNG PEOPLE**

We need more children to start playing tennis, and to keep on choosing it. We'll do whatever it takes to provide more opportunities for parents and kids from the whole of Britain to choose tennis, and provide a clearer path through from starter sessions to age-appropriate competition.

### **HIGH PERFORMANCE**

Our player pathway is designed to find and nurture the next generation of champions, with a particular focus on enabling young players to break into the top 100, win medals and inspire the tennis fan audience.

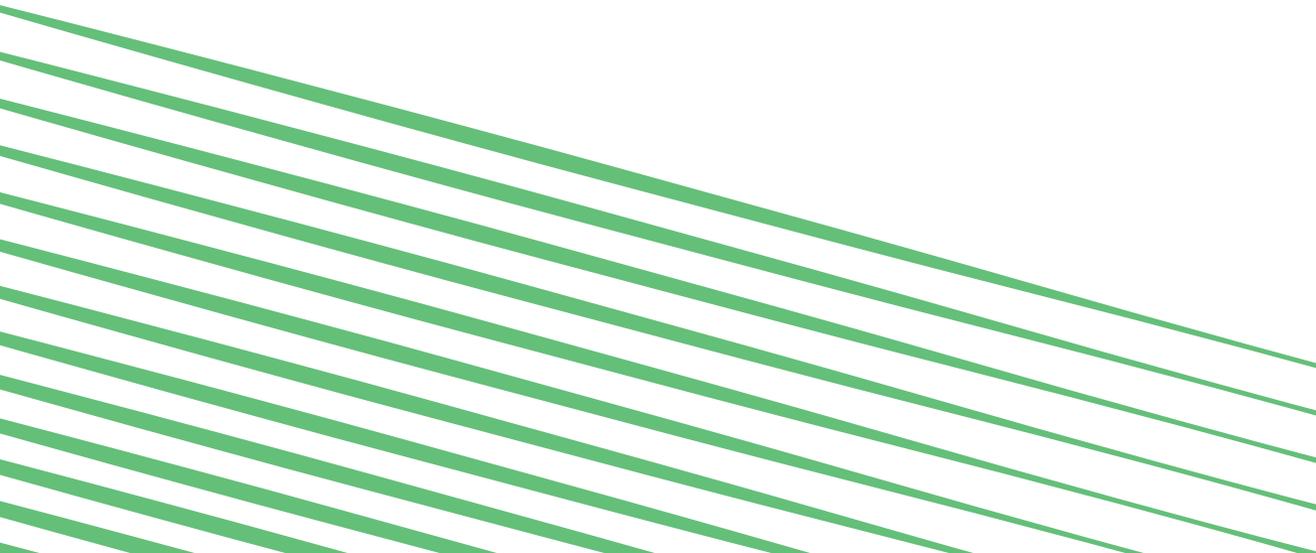


## We have a lot to do, and we know we can't do it alone.

The LTA needs every volunteer, every coach, every player and every fan in Britain to get behind our work, so that together we can grow the sport we all love.

We want to support as many people as possible to play their part and believe that, with the help of everyone who cares about our game, we can turn the LTA's vision into reality and open up tennis for the good of everyone.

**Scott Lloyd**  
Chief Executive  
LTA





Scott Lloyd takes part in a Tennis for Kids session in Hackney, East London.



**LTA**

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