

A GUIDE TO LTA REGISTRATION AND TENNISMARK



OVERVIEW

REGISTRATION

LTA Registration is a membership scheme for all types of tennis venues, offering a range of benefits designed to support you in providing the best possible experience for your members now and in the future. These benefits are regularly reviewed to ensure they meet the needs of you and your members, whilst supporting our mission of helping more people to play tennis, more often.

Although the benefits are provided centrally by the LTA, individual County and National Associations may provide other benefits and may charge additional fees. You will need to contact your local association for more details.

Registration opens on 1 October and your venue can join or renew at any time through the year. However, to be eligible for an allocation of Wimbledon tickets in 2015, you must join or renew before 13 December 2014.

TENNISMARK

Clubmark is a best practice accreditation implemented by Sport England in 2006. Tennismark is the 'tennis' version of this accreditation and the LTA use this as a way to recognise good standards.

Tennismark is integrated into the Registration process and consists of a range of basic questions about the key areas of an organisation, including venue management, workforce, members and players, coaching and competition programme, promotion and forward planning. A mini health check is formulated and shared with the venue to support with its on-going development.

There are two tiers to the accreditation;

Tennismark

Recognises that a venue provides a safe, welcoming and inclusive environment

Tennismark+

Recognises that a venue provides a safe, welcoming and inclusive environment and offers a high quality programme of activity

REGISTRATION SECTIONS, TENNISMARK CRITERIA AND TOP TIPS

The following index lists the sections within the LTA Registration process.

- **Venue Management**
- **Workforce and Players**
- **Coaching Programme**
- **Competition Programme**
- **Outreach and Promotion**

A list of detailed questions and criteria are featured at the beginning of each section within this resource. Some of the questions asked are not related to Tennismark, but provide useful details that allow us to populate the LTA website with up to date information or gather numbers for national benchmarking.

As you work through the process and start to answer the questions, this resource will provide additional information and support on each of the Tennismark criteria.

Things to know before you get going;

- Who is on your management team/committee and the roles they undertake
- The numbers of people accessing your venue; members, non-members and on programmes
- The content of your coaching and competition programmes over the last 12 months

Top tips for a smooth journey;

- You can print a copy of a blank Registration document beforehand to go through the process on paper with your management team before uploading it to the website
- You can share access with other users to complete specific sections using the 'web admin' role
- You don't have to complete the whole process in one go, as you can save progress and come back later
- Don't forget to complete your risk assessment or self-declaration before starting Registration (unless you are owned and operated by a Local Authority)

SECTION ONE:
VENUE MANAGEMENT

CRITERIA	TENNISMARK	TENNISMARK+
VENUE MANAGEMENT		
What type of organisation are you?		
Do you have an open access constitution, set of rules, trust deed or memorandum of association?	Yes	Yes
What is the tenure?		
Are you owned and operated by a local authority?		
Are you a nomadic organisation?		
Have you completed your annual risk assessment?	Yes	Yes
Does your venue provide guidance on how to deal with accidents and emergencies, as well as record/log accidents and incidents?	Yes	Yes
Do you have a sinking fund?	Yes	Yes
Does your venue have up to date policies and procedures that are implemented in practice?	Yes	Yes
Does your venue have a short term action plan in place to guide its development?	Yes	Yes
Does your venue have a medium to long term business plan in place to guide its future?		Yes
What are your top three objectives?		
What playing facilities do you have at your venue?		
What general facilities do you have at your venue?		
How can people access your facilities?		

CRITERIA	TENNISMARK	TENNISMARK+
Do you have an open access constitution, set of rules, trust deed or memorandum of association?	Yes	Yes

The constitution, set of rules, trust deed or memorandum of association identify the organisation and set out the relationship between the organisation and its members and/ or players. The rules govern the entire operation of the venue and convey powers on the management committee. It is important that the rules are clearly drafted and reflect all aspects of the venue’s customs and practices so that they can be easily complied with. The rules should include a commitment to open access.

HOW CAN YOU ACHIEVE THIS?

If established, your venue will already have a constitution, set of rules, trust deed or memorandum of association in place. This document will vary depending upon your corporate structure. If you do not have something in place, then there are a number of different templates and guidance notes available. Here is a list of common structures with descriptions:

- CASC - Community Amateur Sports Club – A special tax status registered with HMRC for certain types of community sports clubs that must abide by the scheme rules and can claim certain tax benefits.
- Charity – A special status registered with the Charity Commission and HMRC for certain types of organisations that must abide by the qualification rules. The main benefits are certain tax reliefs.
- Unincorporated Association – a group of people that have no separate legal identity but have a common interest and are bound by a set of rules for running the club.
- Company Limited by Guarantee – a company that has a separate legal identity and is owned by its members who guarantee to pay a small amount if the club becomes insolvent.
- Company Limited by Shares – a company that has a separate legal identity and is owned by its shareholders who pay for their shares upfront.
- IPS - Industrial and Provident Society – an organisation that has a separate legal identity conducting an industry, business or trade either as a co-operative or for the benefit of the community.

- CIC - Community Interest Company – a special kind of company that has a separate legal identity but has restrictions on the way its assets can be used.
- CIO - Charitable Incorporated Organisation – an organisation that has a separate legal identity registered as a charity with the Charity Commission that can also claim the tax benefits available to a charity.

TOP TIP!

All members of the management committee should know what the legal structure is and what this means for the venue and them as individuals. They should also receive a copy of the governing document as soon as they join the management committee, along with a summary of the key points that may be difficult to understand.

CRITERIA	TENNISMARK	TENNISMARK+
Have you completed your annual risk assessment?	Yes	Yes

All facilities carry risk, but it is the responsibility of the management committee to limit these wherever possible. It is also important to consider the additional risks posed to diverse communities, e.g. disabled people and children. As a minimum operational standard, venues would be expected to assess the facility annually and highlight and repair any obvious issues. There also needs to be an on-going process for dealing with maintenance issues.

Risk assessment is a legal requirement, but it is not difficult and you should know your venue better than anyone else. As well as raising awareness to potential hazards, its main purpose is to protect the venue if they are sued; if there is proper paperwork in place, a claim can be defended. If there are no proper risk assessments then the venue will find claims more challenging.

HOW CAN YOU ACHIEVE THIS?

An online tool is available to help you to complete the risk assessment for your venue quickly and easily. It takes you through the hazards that are common to venues and enables you to produce a tailored assessment by selecting the hazards that are relevant to your venue and thinking about how you control them. Once completed, you'll be able to download your written risk assessment. The assessment is very straightforward and should take about 20 minutes to complete.

TOP TIP!

In practical terms, being aware of potential risks translates into coaches being aware of storing equipment correctly, making a visual assessment of the courts prior to each coaching session, as well as undertaking dynamic risk assessments during each lesson. Accredited coaches will have received training on this during their qualifications. In addition, this should include members being aware of what to do if there is a hazard on or off court, e.g. hole in the fence, mould on the courts, tripping hazard in the doorway etc.

Most venues have a basic policy for reporting these issues, which in most cases is the ability to tell someone on the committee who can make a record of the report and take the

appropriate action. If you have disabled participants, staff and volunteers must ensure they have a personal evacuation plan in case of emergency e.g. how will you ensure a deaf player is aware that a fire alarm is ringing?

CRITERIA	TENNISMARK	TENNISMARK+
Does your venue provide guidance on how to deal with accidents and emergencies, as well as record/log accidents and incidents?	Yes	Yes

Accidents happen at all venues from time to time and it is important to make sure your members and users are aware of how to deal with an accident or medical emergency and who to contact. Your members and users will need to know where the nearest A&E department is, the location of the first aid kit and who the trained first aiders are at your venue.

By keeping a record of accidents and incidents you can work towards preventing these from happening again. Make sure the management committee is aware of hazards so they can be fixed.

HOW CAN YOU ACHIEVE THIS?

Implement an accident and emergency policy and ensure relevant team members (including the Head Coach) have had First Aid training. In addition, display some useful information on your noticeboard and/or supply this to all new members in their welcome pack.

It is also useful to have the key contact names and numbers on display. A simple A4 poster outlining names and contact details of First Aiders, plus address and number of the nearest A&E are key pieces of information that should be easily accessible to members/users.

Example poster:



LIST OF QUALIFIED FIRST AIDERS:
JOE BLOGGS
FLORENCE NIGHTINGALE
ETC...

NEAREST ACCIDENT AND EMERGENCY DEPARTMENT:
QUEEN ELIZABETH II HOSPITAL
WELWYN GARDEN CITY
HERTFORDSHIRE
01707 328 111

FOR ADVICE ABOUT INJURIES OR ACCIDENTS OF A LESS SEVERE NATURE, PLEASE CALL:
NHS DIRECT 0845 4647
ON WITNESSING AN ACCIDENT OR EMERGENCY, PLEASE ENSURE YOU COMPLETE AN ACCIDENT REPORT FORM AND HAND TO A MEMBER OF THE COMMITTEE.

LOCATION OF NEAREST DEFIBRILLATOR:
RECEPTION DESK



CRITERIA	TENNISMARK	TENNISMARK+
Do you have a sinking fund?	Yes	Yes

Part of running a business involves looking after the assets. Every well run facility must ensure that an appropriate level of savings is allocated to maintaining the facilities; quality facilities retain members and attract new ones.

The sinking fund is created by putting aside an amount each year that will cover the full cost at the time of replacement of these courts. As the cost of this replacement is in the future, the costing tool helps work out the right rate of inflation. It is useful to show your sinking fund within your accounts.

HOW CAN YOU ACHIEVE THIS?

Current membership fees and/or other sources of income should cover the deterioration of the courts caused by the present members/users so that the funds for replacement are automatically available when the courts have to be renewed.

Forward planning and the management of income through membership subscriptions, fundraising activities and potential grant funds means the venue is ready for the cost of resurfacing and is not put at a disadvantage when the time comes, making it a more sustainable and well looked after venue.

ITEM	ANNUAL CONTRIBUTION	NOTES
Impervious Acrylic	£900	Will enable re-colour after 6 years Will enable resurface after 10 years
Porous Macadam	£1,200	Will enable re-colour after 6 years Will enable resurface after 10 years
Artificial Grass/Clay	£1,800	Will enable replacement after 10 years
Porous Acrylic	£3,000	Will enable re-coat after 3 years Will enable replacement after 15 years
Floodlights	£600	Add this to the relevant court cost

CRITERIA	TENNISMARK	TENNISMARK+
Does your venue have up to date policies and procedures that are implemented in practice?	Yes	Yes

All great venues which thrive in all aspects of tennis are underpinned by policies and procedures which help to promote a safe and inclusive tennis environment. These venues ensure that the policies are not just documents kept in a folder, but brought to life. By making these policies open, transparent and part of everyday tennis activity all members feel safe, included and know their responsibilities as members of your venue.

Furthermore, insurers require these policies to be in place. If such policies and procedures are out of date or not fit for purpose, it may invalidate the venue's insurance.

HOW CAN YOU ACHIEVE THIS?

Adopt or adapt the policies and Code of Conduct found within the Safeguarding Toolkit. Ensure your coaching team are accredited, as they will have signed up to the LTA Code of Conduct and Ethics as part of their accreditation.

GOOD PRACTICE

During a coaching session, a young player says to their coach that they don't want to play tennis at this venue anymore. When asked why, the young player responds that the other players have been bullying him for months because of his serve and his backhand. The coach reports this to the Welfare Officer and the venue is able to take action by referring to the Safeguarding Policy and following the correct protocol. The venue seek support from the LTA's Safeguarding Team (as per the policy) and are able to resolve the matter and ensure the young player continues to play tennis at the club, but also the other players stop the bullying behaviour. The venue also benefits from having retained membership.

CRITERIA	TENNISMARK	TENNISMARK+
Does your venue have a short term action plan in place to guide its development?	Yes	Yes

It is important to start running your venue like a mini business. Managing your facilities, reviewing your tennis offer and most importantly understanding the evolving needs of your members and players are essential elements of maintaining a successful and sustainable venue. After working through the Tennismark process, the management committee will have identified opportunities to enhance the existing offer and widen the appeal of their venue to more diverse communities.

An action plan allows the management committee to set goals, short (12 months), medium (1-3 years) and long term (3+ years), providing a sheet of actions that the whole team can contribute towards. Several Tennismark accredited clubs use the action plan as a key agenda item for management committee meetings, as it keeps the meeting focussed.

HOW CAN YOU ACHIEVE THIS?

Activity priorities will depend upon an individual venue's need and circumstance, but each action listed should have a clear purpose; need, actions, timescale, owner and cost.

Need/Opportunity:

To increase adult membership, as membership has reached a plateau in recent years with a small dip in membership for the current year

Action:

Communication drive to the local community, targeting the following groups:

- Over 50's social group who already participate in activities at the local sports centre
- Mums and dads who are free during the day (possibly from two local primary schools)
- People new to the area (two new estates being developed on the edge of the town)

How?

- Meeting with the social group organiser – a trial session one day when the courts are quiet
- Small A5 flyer calling all parents to try a taster session (this could go in the children's book bags)
- A flyer promoting a special membership rate for newcomers (could go into the welcome pack)

When?

- Summer season in three months, so leaflets to be produced and meetings in place before Easter

Cost?

- £150 for leaflets, full quote to be gained by the treasurer who knows a local designer/printer

Ownership

- Treasurer – costing and lead in time for the leaflets
- Head Coach – meet with the school about flyers in book bags and with Over 50's co-ordinator
- Chairperson – meet with local housing developer regarding using welcome packs for promotion

TOP TIP!

Looking forward and regular review meetings are an integral part of the function of the venue. The introduction of a clear and simple action plan is useful in ensuring such meetings are kept to a sensible length and are based around actions that move the venue forward and are accountable to people on the committee.

CRITERIA	TENNISMARK	TENNISMARK+
Does your venue have a medium to long term business plan in place in place to guide its future?		Yes

It is important that tennis venues consider themselves as a business, and this is particularly important for those doing a full analysis of their current position or considering embarking on a relocation / facilities development project. This is designed to be an opportunity to do a full review of the venue operation, the membership demographic, the local demographic, untapped markets within the community with a view to generate a future vision of where you want to be in the medium to long term.

HOW CAN YOU ACHIEVE THIS?

The business plan may be the responsibility of a sub-group who present the findings to the main committee. It is important that any short term action plan is fully linked to the business plan and the longer-term aspirations of the venue. It may be that the venues select individuals who have experience of running a business or financial analysis to complete the task.

TOP TIP!

If your organisation and facilities are well established and you have relatively simple, low cost actions/goals highlighted in your action plan, a full blown business plan is not essential. However, if you are looking to develop the facility or embark on a large, complex and potentially costly project that requires external funding application or you are planning to target a new market, it would be beneficial to produce a project specific business plan.

SECTION TWO: WORKFORCE AND PLAYERS

CRITERIA	TENNISMARK	TENNISMARK+
WORKFORCE AND PLAYERS		
Who is your voluntary, employed or self-employed workforce and have the relevant people been appropriately trained to ensure you create a safe and inclusive environment?	Yes	Yes
Do you have a role specification for the Welfare Officer?	Yes	Yes
Do the coaching team have the appropriate LTA Accreditation?	All Coaches Registered	Head Coach Licensed and All Coaches Accredited
Do you have a contract of services for the Head Coach and/or other key coach roles?		Yes
Is your Head Coach invited to attend management committee meetings?		Yes
Do you have a workforce / volunteer safe recruitment plan?	Yes	Yes
How many members and/or non-members/ players do you have using your facilities?		
Is your venue inclusive?	Yes	Yes
Do you run social events at your venue?	Yes	Yes
How do you communicate with your members?	Yes – at least two options	Yes – at least four options
Does your venue have a welcome pack, induction, meet and greet and coach assessment for new players?	Yes	Yes
How do you accept payment for membership fees?		

CRITERIA	TENNISMARK	TENNISMARK+
Who is your voluntary, employed or self-employed workforce and have the relevant people been appropriately trained to ensure you create a safe and inclusive environment?	Yes	Yes

The workforce at a venue is what keeps the activity happening, developing and moving forwards. They look after the members, find new ones and build links with the local community and run competition. It is important to know who is doing what at your venue to make sure that roles are shared out between volunteers and staff. By keeping this information up to date, the right communications from the LTA will get to the right person. This includes training and workshops.

You are legally required to ensure that everyone who works unsupervised with children has an enhanced DBS and Barred List check through the LTA or a PVG check through Tennis Scotland. People who are supervised when working with children are not legally required to have a DBS or PVG check; however, the LTA recommends that an enhanced DBS or PVG check is obtained as part of safe recruitment and best practice.

The Safeguarding and Protection in Tennis training is provided by the LTA to help volunteers, staff and coaches know how to recognise, respond to, refer and record abuse in tennis. For the safety of children, adults at risk, venues, volunteers and coaches it is important that the relevant members of your workforce have attended the training. This training will give you the confidence to handle a safeguarding incident should it arise at your venue. It will also help you safeguard yourself and your venue.

HOW CAN YOU ACHIEVE THIS?

All of your coaches, officials and volunteers will appear in this section. All you need to do is make sure all the right people are listed and that all roles are up to date. Wherever possible highlight the nature of each role, i.e. full-time, part-time, volunteer, employed, self-employed. This provides us with useful information about the tennis workforce and helps to shape our future support.

Ensure that you have met your legal requirements regarding DBS or PVG checks for people working with children. Also ensure that your lead coach and Welfare Officer have

attended the Safeguarding and Protection in Tennis training. If your coaching team are current members of the LTA Coach Accreditation scheme then they will have attended this training.

GOOD PRACTICE

A venue with a well organised committee knows what everyone's role is and will ensure that roles are evenly split between volunteers. This information is kept up to date within the LTA online area and enables the LTA to send relevant content to the right people at your venue. Having undertaken relevant training, volunteers and coaches are informed and prepared for potential issues that may arise. This helps create a positive and safe environment for all members and / or players.

CRITERIA	TENNISMARK	TENNISMARK+
Do you have a role specification for the Welfare Officer?	Yes	Yes

It is important that everyone knows who is responsible for keeping them safe, who they can speak to if they have a concern and how they can contact them. This will reassure your members that there is a process in place and safeguarding is taken seriously.

HOW CAN YOU ACHIEVE THIS?

There is a Welfare Officer poster on the Safeguarding pages of the LTA website. The poster can be put on your noticeboard and on the venue's website. You can also let people know about your Welfare Officer during the induction process.

POTENTIAL ISSUE

One of the junior players is worried that their friend is being bullied by other members. They remember from the induction who the Welfare Officer is as they were introduced to them and they have also seen their picture on the Welfare Officer poster. The poster helps the junior to contact the Welfare Officer as the up to date contact details are easily visible. The junior player is able to speak with the Welfare Officer to raise their concern and the bullying is dealt with appropriately.

CRITERIA	TENNISMARK	TENNISMARK+
Do the coaching team have the appropriate LTA Accreditation?	All Coaches Registered	Head Coach Licensed and All Coaches Accredited
Do you have a contract of services for the Head Coach and/or other key coach roles?		Yes

In recruitment and management of a coach on an on-going basis, it is important that this relationship is built on a clear and concise job specification. For recruitment, this means a coach knows the details of the role they are applying for and in management; both parties know how work and progress will be monitored.

HOW CAN YOU ACHIEVE THIS?

For Tennismark, all coaches need to be Registered under the LTA Accreditation scheme. For Tennismark+ the Head Coach needs to be Licensed and all other active coaches need to be Registered under the LTA Accreditation scheme.

By using the examples on the LTA website you can see example job descriptions which may help you. You can also follow the LTA's Safe Recruitment guidance.

We strongly recommend that you work with LTA Accredited coaches. The accreditation process includes the need for the following:

- Current First Aid (Emergency First Aid at Work) certificate
- Valid and recognised coaching qualification
- Enhanced DBS and Barred List check through the LTA or PVG through Tennis Scotland
- Safeguarding and Protection in Tennis Training (from January 2015)

Level 1 and Level 2 Coaching Assistants are not qualified to teach individual lessons, however, Level 2 Coaching Assistants are able to teach groups and can deliver the required group coaching and competition elements of the Tennismark tennis programme guidelines.

A coach needs to be aware that their insurance may be invalid by working outside their qualification area. This should also be considered by employers and deployers of coaches who ask a coach to work outside their qualification remit.

CRITERIA	TENNISMARK	TENNISMARK+
Is your Head Coach invited to attend management committee meetings?		Yes

A forward thinking, well run venue will have their Head Coach as an integral part of the management committee. This helps with communication and keeps all parties aware of the priorities and action plans. A Tennismark+ venue will have a business plan that will include all aspects of running the venue including membership, community links, facility development, and the coaching programme. Without the Head Coach as part of the management committee it would be more difficult to achieve goals set.

HOW CAN YOU ACHIEVE THIS?

Include your Head Coach on the management committee and/or invite them to attend committee meetings. Ensure that the coaching programme is integral to the development plans of the venue.

GOOD PRACTICE

A coach is a valuable asset for any tennis provider; a really good coach, however, is invaluable. Whether recruiting your first and only coach or looking to recruit a new member to the team, a good coach should:

- Appreciate that coaches and venues should work together towards a shared vision
- Encourage and motivate people to get involved in the sport regardless of ability
- Create a welcoming environment for any potential new players regardless of ability
- Increase membership numbers by enhancing the tennis programme offer
- Optimise facilities and resources and help advance the venue's overall development

A quality coaching programme delivered by a team of professional coaches can help your tennis venue access funding to extend the programme or improve the facilities as well as attract and retain new members.

CRITERIA	TENNISMARK	TENNISMARK+
Do you have a workforce / volunteer safe recruitment plan?	Yes	Yes

To ensure you have a workforce that is both safe and diverse it is imperative you have a safe recruitment plan. Ensuring you have the right workforce will help you grow your members and also ensure that you are reaching the required legal standards in terms of those who work with children. Ideally you should have a diverse workforce which represents your community and also the community of British Tennis. You should ensure you are promoting that you are an equal opportunity club who welcomes applications from under-represented groups.

HOW CAN YOU ACHIEVE THIS?

Follow the safe recruitment process outlined in the Safeguarding Toolkit; this includes the on-going monitoring of staff and volunteers. It is also important to consider the demographics of the management committee and coaching team compared to the local demographic to help address any under representation.

TOP TIP!

A key feature of successful venues is the ability of the coaches, management teams and other staff to work together. Whilst the size and make-up of the team will vary according to the size and type of venue/facility, there are a number of key elements which characterise all successful teams:

- Common vision
- Clear and definite goals which go hand-in-hand with the vision
- People who share their understanding of strategy and tactics
- Great inner discipline (they act professionally together)
- People with characteristics which complement each other
- A good division of roles amongst the team with all team members treated equally
- People who put the common good before their own
- People who take responsibility for the whole team, accepting mistakes as long as people do their best

A quality coaching programme delivered by a team of professional coaches can help

your tennis venue access funding to extend the programme or improve the facilities as well as attract and retain new members.

CRITERIA	TENNISMARK	TENNISMARK+
Is your venue inclusive?	Yes	Yes

A venue should be inclusive and accommodate all members of the community who wish to participate. An inclusive tennis venue has:

- A membership that is reflective of the local community
- A commitment to understanding and responding to diverse needs
- Facilities that are accessible and the venue are committed to making reasonable adjustment to accommodate the needs of diverse communities (disabled / parents / children / faith etc.)
- A safe, inclusive and welcoming culture and environment that promotes fair play and consistently challenges any unacceptable language and behaviour

To meet the needs of all communities you need to consider the following: age, disability, faith, gender identity, race, sex and sexual orientation and socio economic background.

HOW CAN YOU ACHIEVE THIS?

- Send an anonymous questionnaire to all members and players asking about their view of the venue in relation to inclusion, accessibility, and culture of the venue
- Monitor your membership and players and compare this to the local demographic data in order to identify which groups are currently under represented
- The management team will then discuss which group(s) they want to prioritise and ideally an individual with a responsibility for EDI will take the lead
- The Equality lead should then contact LTA / TF and local and national organisations that can offer support, resources and training
- Identify key individuals and groups who will consult with their members to identify their experiences and perceptions of tennis, as well as what tennis offers they are most interested in
- In partnership the venue address the key areas highlighted above in relation to their target group and feed these actions into the development plan
- Share learning and good practice with LTA and TF

CRITERIA	TENNISMARK	TENNISMARK+
Do you run social events at your venue?	Yes	Yes

Joining a tennis venue needn't just be about playing tennis. To help you retain your members and players, running social events are a great way for people to get to know each other and create a friendly, welcoming atmosphere. It also helps the committee to get to know the membership and to be on the lookout for potential new volunteers and helpers. Ensure you reflect the interests and needs of the wider membership.

HOW CAN YOU ACHIEVE THIS?

Having regular social events in the calendar helps you to engage with your community. Having a summer BBQ or a Christmas/Eid/Diwali party are great ways to get to know people and to get others involved in the organisation of the event. You might also link into national awareness days such as National Volunteering Week, Mental Health Awareness Day / Armed Forces Day / Great British Tennis Weekend. You might like to consider running a quiz night to raise some funds for the venue. If your management committee is relatively small, setting up a sub-committee to run events would help reduce workload. This might be a good project for some young volunteers to take on for some event management experience.

TOP TIP!

By using a small team of volunteers in a sub-committee the membership and players are aware of the dates for social events across the year. A calendar of events linked to the communications sent to members and, for example, the noticeboard and Facebook page keep everyone up to date and aware of how they can get involved. This creates a friendly, social atmosphere that helps the community to get to know one another and helps with retention of members.

CRITERIA	TENNISMARK	TENNISMARK+
How do you communicate with your members?	Yes – at least two options	Yes – at least four options

Communication is a key part of both recruitment and retention of members and players. Keeping them up to date with what is happening at your venue, how to get involved and who the “go to” people are will help them feel involved and valued as part of the venue.

HOW CAN YOU ACHIEVE THIS?

There are lots of ways you can keep in contact with your members and players and it is worth remembering that there is value in using different types of communication too. What works for one group of members, won't necessarily be the best way to communicate with others e.g. older members, young adults or disabled members may all require a different approach. Ways to communicate includes:

- Emails
- Newsletters
- A noticeboard
- Facebook
- Twitter
- Phone Calls
- Text Messages
- Letters
- Posters

Consider accessibility of all these communication formats e.g. font size and style, use of colour, where posters are located to reach diverse communities. If using social media, you should follow the LTA's guidance on social media.

GOOD PRACTICE

A venue noticeboard will show a timetable of activity at the venue, posters promoting specific sessions, such as cardio tennis, mini tennis or a fun tournament (templates are available on the **My Tennis Toolkit**). It is also important to show who the Welfare Officer is at the venue and how to contact them. To keep members and players up to date on an instant basis Facebook is a really useful tool for giving small pieces of information.

It is also worth considering how you communicate with non-members; think of what communication would be the most effective; doctor surgery, supermarkets, libraries, local publications, faith centres or community radio stations.

CRITERIA	TENNISMARK	TENNISMARK+
Does your venue have a welcome pack, induction, meet and greet and coach assessment for new players?	Yes	Yes

It can be quite daunting joining a new venue or starting to play at a venue for the first time. By having a clear and welcoming induction process you can help ensure people are confident to start playing at your venue, and more importantly, to continue playing there. Emphasise from the start that you welcome members whatever their ability or background.

HOW CAN YOU ACHIEVE THIS?

Providing potential players and members with clear and easy to access information on how to get involved and who to contact will break down the first barrier of choosing whether or not to contact your venue.

If reaching out to new communities contact a local organisation and work in partnership with them, perhaps offering a taster session at their venue first. Following this up with an induction and attractive membership offer will help ensure your tennis venue is the one they opt to join and/or play at.

GOOD PRACTICE

On a regular basis run induction evenings for new and existing members. The regularity of these events will depend on the size of the venue. You can make it a social event where there are a small number of presentations on a range of issues including: expected levels of behaviour, Fair Play, how to get involved in other tennis activities such as competitions, officiating etc., Great British Tennis Weekend events as well as meet and greets with the committee and the Welfare Officer. The parents and players will feel welcomed and part of the community and this will help with retention but also overall satisfaction.

SECTION THREE: COACHING PROGRAMME

CRITERIA	TENNISMARK	TENNISMARK+
COACHING PROGRAMME		
Do you have a coaching programme?	Yes	Yes
Are your coaching sessions inclusive?	Yes	Yes
Do you offer mini tennis coaching?	Yes – at least 1 weekly session within all age groups across two terms	Yes – at least 2 weekly sessions within all age groups across three terms
Do you offer junior coaching?		
Do you offer adult coaching?		
Do you deliver impairment specific coaching for disabled people?		
Do you run LTA Mini Tennis Rally Awards or other awards?		
Do you offer holiday camps?		Yes – within 2 or more school holidays
Do you manage the on-going development of the coaching programme?		Yes
Do you have equipment players can access?	Yes	Yes
Are you aware of the LTA talent pathway?		Yes
Do you cater for talented players?		Yes

CRITERIA	TENNISMARK	TENNISMARK+
Do you have a coaching programme?	Yes	Yes
Are your coaching sessions inclusive?	Yes	Yes
Do you offer mini tennis coaching?	Yes – at least 1 weekly session within all age groups across two terms	Yes – at least 2 weekly sessions within all age groups across three terms
Do you offer junior coaching?		
Do you offer adult coaching?		
Do you deliver impairment specific coaching for disabled people?		
Do you run LTA Mini Tennis Rally Awards or other awards?		
Do you offer holiday camps?		Yes – within 2 or more school holidays

This is the core of any well run facility as it ensures that players are engaged in the game, regardless of their reasons for playing, the key ones being; fun, social, health, improvement and competition. A good programme is inclusive, provides pathways to develop regardless of age and ability and caters for the various categories of member/user.

HOW CAN YOU ACHIEVE THIS?

The management committee should work closely with the coach and coaching team when implementing a tennis programme; a good programme is always evolving and should be evaluated at the end of each term to ensure opportunities are maximised and members are happy with the service provided.

Wherever possible the tennis programme should run all year round for all age groups; defined as running in all 3 school terms and a range of holiday activities. Where there are no floodlights, a venue would be expected to continue the tennis programme utilising alternative local venues, including school facilities, community leisure facilities and possibly other venues.

The structure of the coaching programme should include some fundamental elements, regardless of the size of the facility or membership base, allowing players of all ages and abilities to take part, learn, develop, train and compete.

The venue should consider the needs of everyone when planning your tennis programme and ensure that coaching sessions and competitions are planned with a view of being inclusive and accessible. If you have disabled members or wish to attract disabled members ensure that where possible you provide disabled people with a choice - to be integrated into the mainstream coaching session or impairment specific offers. i.e. Cardio Tennis can easily include both disabled and non-disabled participants.

Looking at the venue's membership/user profile will help you understand who is playing and where there are gaps you could fill by adding new sessions to your programme. You could look to offer outreach sessions at local special school, LGBT youth groups, faith centres etc. as a way of widening participation and ensuring the wider community understands the venue's commitment to being open and welcoming.

PROGRAMME GUIDE

Tots/Pre School

Tots Tennis is for children age 3-5 years. Tots Tennis enables children to learn the basics and enjoy the game through a series of fun activities, based on the fundamental areas of balance, co-ordination, agility, movement and racket and ball skills. Tots sessions usually last 30 minutes and are delivered by a qualified coach or coaching assistant. Often parents are encouraged to help out during the session too.

LTA Mini Tennis Red

Mini Tennis Red is for players aged 8 and under and offers a perfect introduction to the sport. It is played on small courts with mini tennis rackets and red soft balls. This allows children to learn how to play tennis within a modified space, with safer equipment. Players can also earn their stripes with the LTA Mini Tennis Red Rally Awards. Coaches can take advantage of personalised promotional materials, awards, merchandise, equipment and clothing via the Mini Tennis Shop and www.mytennistoolkit.com. Mini Red is also a great tool to adapt tennis to suit a range of disabilities as a way to introduce them to the sport.

LTA Mini Tennis Orange

Mini Tennis Orange is a progression from Mini Tennis Red, and is for players aged 8 and 9. The courts are bigger and wider than red courts but still smaller than a full size court. Players can also earn their stripes with the LTA Mini Tennis Orange Rally Awards. Coaches can take advantage of personalised promotional materials, awards, merchandise, equipment and clothing via the Mini Tennis Shop and www.mytennistoolkit.com. Mini Orange is also a great tool to adapt tennis to suit a range of disabilities as a way to introduce them to the sport.

LTA Mini Tennis Green

Mini Tennis Green is a progression from Mini Tennis Orange, and is for players aged 9 and 10. The court is full size but played with green balls that are 25% slower than a yellow ball. Players can also earn their stripes with the LTA Mini Tennis Green Rally Awards. Coaches and parents can take advantage of personalised promotional materials, awards, merchandise, equipment and clothing via the Mini Tennis Shop and www.mytennistoolkit.com.

Rally Awards

The Mini Tennis Rally Awards have been designed to help keep children involved in tennis by providing regular reward and recognition for developing their skills. There are different levels at each stage of Mini Tennis and each level covers four different skills: Rally, Serve, Come to the Net and Score and Compete. The Rally Awards support coaches in giving children a goal to achieve throughout sessions. Videos and information on the Rally Awards can be found on the LTA website. Promotional materials and Rally Awards packs are available in the Mini Tennis Shop.

Junior Tennis

Junior Tennis is for children age between 10 and 16 years. There is no formal programme for this age group. However there should be coaching, competition and social elements on offer. Ask your coach to run a Tennis Leaders course for those aged 13+ and you may find some young people to become involved as volunteers.

Cardio Tennis

Cardio Tennis is a fun, group, fitness class for players of all levels and is very much an inclusive product. Cardio Tennis is all about having fun and burning calories. Cardio Tennis is delivered by a Level 2 or higher qualified coach who has attended a 1 day training workshop. A class has music, fitness equipment; softer balls and participants wear heart rate monitors. Cardio Tennis lesson plans are available on the LTA website and coaches can

order personalised promotional materials via www.mytennistoolkit.com. Cardio Tennis equipment and clothing are also available via the Cardio Tennis shop.

Adult Drills

Many players like to 'drill' rather than play as it enables them to fine tune a particular skill or work on their fitness level. Drill sessions are usually delivered by a coach but cost slightly less than a traditional coaching session as there's no technical instruction. There are some ideas for drills available via the Cardio Tennis area of the website.

Adult Beginners

Many people who would like to play tennis want to start with some group coaching. This will make the first experience more affordable and they will be able to meet other people to play with. Your adult beginners could be a Tennis Xpress course or your coach can use another name. The base of the session should be the same, to help the group members learn how to play and score. Consider offering the group members a reduced club membership on completion of the course, also try to get some club members to go the last week of the coaching so the link is made between the group and the club.

Rusty Rackets

This is a commonly used term for a class aimed at people who have not played tennis for some time. It aims to get them back into tennis and focuses on drilling and playing the game with some tips and hints to remind the players what to do. It tends to be fun and social and is a great way to encourage lapsed players back into the sport.

Tennis Xpress

Tennis Xpress is a 6 week, adult beginner, group coaching course. The course has been developed by the ITF & the LTA to get new or lapsed players back in to tennis by learning the game as quickly as possible. Tennis Xpress courses are delivered by a qualified coach. The coach uses modified equipment (softer balls, shorter court) to get players serving, rallying and scoring right from the first lesson. Tennis Xpress lesson plans are available from the LTA website and Licensed Coaches can promote their courses online. Tennis Xpress promotional materials can be personalised and ordered via www.mytennistoolkit.com

touchtennis

touchtennis, inspired by tennis, follows the same basic principles as Mini Tennis Red using small rackets and sponge balls. The game is a real leveller and players of all abilities can take part in this fun format of tennis. Currently, touchtennis has a huge following amongst experienced tennis players, some of whom have played professional tennis on the senior tour. However, the skill level required combined with the simplicity of the various formats of play, make it great fun to play at any age and brilliant for beginners and less experienced tennis players.

Disability Tennis

Disability tennis is simply the general term we use to describe the various adaptations of tennis that are on offer for disabled people to have fun playing. Tennis is a completely inclusive sport with everyone being able to participate in tennis in its full format or when adapted and the most well-known versions are deaf, learning disability, wheelchair and visually impaired tennis. But social play isn't restricted to a particular type of tennis; disabled people can play against their non-disabled friends or family and be integrated within the general tennis programme. We would encourage all venues to integrate disabled tennis players and be inclusive.

Coaches can access specific training to enhance their knowledge and improve delivery of disability specific sessions as well as how to modify the game to integrate disabled people into their general programme. The Tennis Foundation offer a range of coach education courses in wheelchair, Learning Disability, Deaf and Visually impaired.

Wheelchair Tennis

One of the fastest growing wheelchair sports in the world, wheelchair tennis integrates very easily with the non-disabled game since it can be played on any regular tennis court, with no modifications to rackets or balls. Wheelchair tennis players are allowed two bounces of the ball and can easily play against other wheelchair tennis players, as well as alongside or against non-disabled friends and family.

One of the biggest myths about wheelchair tennis is that you have to use a chair in your everyday life in order to be eligible to play. In actual fact, the game is open to anyone with a physical disability including, but by no means limited to, spinal injuries, spina bifida, limb loss, hyper mobility and cerebral palsy.

Deaf Tennis

Deaf tennis has a long history in British tennis and playing the sport requires no adaptation apart from making sure communication is clear between players, coaches and officials. People can easily play against other deaf tennis players, and alongside or against non-disabled friends and family.

Learning Disability Tennis

Learning disability tennis is played with no adaptation to the rules of tennis. There are a number of learning disability tennis sessions available for beginner and developing players across the country and the game can be adapted according to a player's ability. For example, playing Mini Tennis with softer balls and smaller courts can build confidence on court. There is also specially designed equipment to help players have fun while keeping their attention on court. People can play against other learning disability tennis players, and alongside or against non-disabled friends and family.

Visual Impairment Tennis

Visually impaired tennis is one of the newest versions of the game and is played on a smaller tennis court using smaller rackets, an audible ball and raised lines. Players who are totally blind are allowed three bounces while partially sighted players are allowed two bounces. Tape can be put on the court to create raised lines and players communicate at the start of each point to make sure their opponent is ready. People can play against other visually impaired tennis players, and alongside or against non-disabled friends and family.

School Holiday Camps

Many tennis venues /coaches offer tennis holiday camps for children of all ages. Typically holiday camps are either half or full days and last a week. Coaches tend to offer a wide range of activities along with tennis coaching throughout the week and conclude with a fun tournament.

CRITERIA	TENNISMARK	TENNISMARK+
Do you manage the on-going development of the coaching programme?		Yes

It's important to have a qualified and accredited coach running your coaching programme and sessions to ensure players are coached in a safe environment using appropriate coaching methods.

It is also important that the Head Coach, with support from the management committee regularly assesses the programme. This ensures that ALL members/users are being catered for and new opportunities sought out to make the programme more effective with a view to;

- Retain more members on the programme because of an improved playing experience
- Retain and attract new members by creating a safe and inclusive environment
- Have a range of coaching offers that reflect differing priorities between those who want to play competitively and those who want to play to get fit and have fun
- Ensure that members have the best possible playing experience because they are playing with others of the same or similar standard ensure that all competition is appropriate for all players by ensuring that players of the right standard have entered the event
- Define course objectives for each course, by stipulating what players should be able to do by the end of a particular course

HOW CAN YOU ACHIEVE THIS?

The Head Coach, with support from the management committee needs to:

- Liaise with the coaches to decide/plan which players are to be offered which level
- Review all players and move them appropriately through the system
- Encourage coaches to identify the most talented and committed players and offer them a more intensive programme where they progress more quickly
- Make sure that movements of players are sensitive to pairs or groups of friends
- Help parents understand it is the decision of coaches to move players up

- Ensure everyone understands that there are transparent processes for selection to talent pathways and selection is based solely on talent and not any other criteria
- Seek feedback from players on the programme
- Ensure the programme is cost effective

GOOD PRACTICE

A regular review of the programme should be carried out by the Head Coach and coaching team each term. The management committee should work closely with the coach to understand the detail, be aware of any issues and help to implement any new ideas that would positively impact on the development of the programme.

Inviting the Head Coach to sit on the management committee or at the very least attend meetings is essential for the success and on-going development of the coaching programme.

CRITERIA	TENNISMARK	TENNISMARK+
Do you have equipment players can access?	Yes	Yes

Mini Tennis courts, rackets and balls are a great tool for Mini Tennis players and for adults starting to play tennis or coming back to the game after many years so it's important that you can offer all these items to encourage people to play. The Tennis Foundation can also provide Disability Tennis Equipment packs, training and other resources.

Also when players are new to the sport they may not own a tennis racket so you should have a selection of junior and adults that players can borrow or hire.

HOW CAN YOU ACHIEVE THIS?

Venues should be able to offer the following:

- Mini Tennis rackets of various sizes
- Mini Tennis nets
- Throw down or roll down lines
- Adult rackets to hire
- Mini Tennis and standard balls
- Teaching aids such as cones, footwork ladders etc.
- Disability tennis equipment pack

CRITERIA	TENNISMARK	TENNISMARK+
Are you aware of the LTA talent pathway?		Yes
Do you cater for talented players?		Yes

Within reason any player who shows talent, really enjoys tennis and wants to play and learn more, should have the chance to do so. Coaches can identify these players and invite them (through parents) to engage in a more tailored programme.

Simple indicators of talent include:

- natural athleticism and ball sense
- willingness and commitment to compete and play as often as possible
- willingness to learn
- commitment to fair play and upholding the values of tennis

It is important to point out that talented players are not there by right, and should continue to commit to the necessary programme and show the required level of improvement in order to maintain their place in the higher level squad or team.

Those players who do not do so may be removed and replaced by other talented players. Any such decisions will be handled sensitively and take into account any extenuating circumstances.

There are performance pathways for disabled players in wheelchair, Deaf and Learning Disability, including opportunities to compete regionally, nationally and internationally.

HOW CAN YOU ACHIEVE THIS?

The search for talented players starts immediately and is the responsibility of all coaches. It is best done by continuous assessment in group lessons and in competitions. Additional talent identification may take place through activity within schools, outreach programmes, fun days and holiday camps.

The proportion of players accessing these higher level squads/teams will be small, and emphasis should be on quality rather than quantity. Every player identified would

usually have at least 2 squad sessions, an individual lesson and a separate physical training/ABCS session per week. The hours and level of commitment should increase as they progress – see Long Term Player Development Guidelines.

The Head Coach should ensure that coaches are aware of the criteria for identifying talented players - enthusiasm, agility, coordination, balance, speed, sending and receiving skills, ability to learn, thinking skills, desire, commitment and supportive parents. Coaches should also understand that children change and those who may not appear to be talented at a very young age might be so later. It is also important to be aware of the impact of stereotypes in sport and unconscious bias that could result in a child not being identified despite their talent.

GOOD PRACTICE

If you have players who are showing potential, try to offer them further training opportunities such as individual lessons or performance squads; both mainstream and disability tennis. Also it's important to ensure they compete outside of your programme so they can test their match skills against other players. Ensure you find a balance between encouraging and supporting talent and pressure to succeed particularly among younger children.

SECTION FOUR: COMPETITION PROGRAMME

CRITERIA	TENNISMARK	TENNISMARK+
COMPETITION PROGRAMME		
Do you have a competition programme?	Yes	Yes
Are your competitions inclusive?	Yes	Yes
Do you offer fun informal competition?	Yes – adults and juniors within one season	Yes – adults and juniors across both seasons
Do you offer social tennis?	Yes – adults or juniors within one season	Yes – adults and juniors across both seasons
Do you offer internal competition?	Yes – at least one format for adults and juniors within one season	Yes – at least two formats for adults and juniors across both seasons
Do you enter teams into Aegon Team Tennis?		Yes – adults or juniors within one season
Do you enter teams into the County and District leagues?		
Do you enter the Road to Wimbledon?		Yes
Do you run any Grade 6 competition?	Yes	Yes
Do you run any Grade 5, 4 or 3 competition?		Yes – adults or juniors within one season
How many players are regularly competing at your venue?		

Competitions are a key part of a venue's programme. Providing opportunities for adults and juniors, male and female of all abilities as well as disabled players to compete against other members and players aids retention and allows them to put their skills into practice, measure their progress and meet new people.

A good competition programme will include a mixture of internal and open competitions, tournaments and one off events for both male and female adults and juniors. Getting players competing internally is the perfect way for a player to start their competition journey either via Timed Tennis in the coaching programme or internal box leagues. Running open 'graded' tournaments or matchplays will get different players to attend your venue, generate income and often use spare court time. Team matches are a different approach for players as you compete in a team environment so it's a great way to practice, compete and socialise with friends. Informal competitions bring players of different abilities together on court and competing in a fun social environment. Having enjoyable, easy and quick competitions attracts new players and keeps existing players in the sport due to the social element. Festival formats can be a great way of providing opportunities for new/novice players or those who are not interested in competitive tennis to play together in an environment that focusses on fun and participation.

HOW CAN YOU ACHIEVE THIS?

The structure of the competition programme should include some fundamental elements, regardless of the size of the facility or membership base, allowing players of all ages and abilities to take part in internal matches, external leagues, LTA graded events, team based competitions and of course some fun based tournaments.

The venue should consider the needs of everyone when planning your tennis programme and ensure that coaching sessions and competitions are planned with a view of being inclusive and accessible. Looking at the venue's membership/user profile will help you understand who is playing and where there are gaps you could fill by adding new sessions to your programme.

The management committee should work closely with the coach and coaching team when implementing a tennis programme; a good programme is always evolving and should be evaluated at the end of each season to ensure opportunities are maximised and members are happy with the service provided.

COMPETITION GUIDE

Fun Competitions

Themed Tournaments - add an extra dimension to your competitions by adding a theme based on the time of year, a major sporting event or national awareness days such as indoor competition for women around International Women's Day around 8th March or during LGBT History Month in February.

touchtennis - is a competition format for adults, it follows the same basic principles as red Mini Tennis, with small rackets and specially designed sponge touchtennis balls. It is a great way to bring different groups of members of mixed ability groups together in a fun based competition, usually lasting a couple of hours. The event can be run on existing Mini Tennis courts or one full tennis court can be used to set up four touchtennis courts.

Handicap - many sports use handicap scoring systems – enabling 'the rest' to pit themselves against 'the best' on a level playing field. A tournament which is a real leveller as better players need to win more points to win a match.

American Tournaments - a fun doubles tournament which usually takes place over an afternoon and gives players the opportunity to play with lots of different people. The management committee should work closely with the coaching team, competition organisers and officials to set days and organise a number of informal competitions at key points during the year. For more information on the ideas above and additional suggestions please visit the LTA website.

All Year Round Competitions (internal)

Timed Tennis is a fun competition format which makes it easier to schedule their competition time as the length of each match is known and often takes place at the end of a coaching session or block of coaching. The time element increases the excitement and the concept can be used with a number of match formats.

Internal box leagues is when players of a similar ability are grouped in a Round Robin Box so you get to compete against lots of different people. Players compete in their own time and arrange their own matches and it can create activity at your venue during quieter periods.

The management committee should work closely with the coaching team and competition

organisers. Information and advice on how to run box leagues and Timed Tennis is available on the LTA website and you can also apply to use the software we offer to record matches or run box leagues to make it even easier.

Team Competitions

Aegon Team Tennis is a singles based team competition, which provides players with regular league matches against similar standard players in a competitive team environment.

County & District leagues are often doubles based competitions, which provide players with regular local league matches, against similar standard players in a team environment.

The venue needs to look out for the entry information and then appoint team captains to manage the various teams. For more information on Aegon Team Tennis visit the LTA website and to find out more about County & District Leagues contact your County LTA.

Annual Tournaments (internal)

The Road to Wimbledon is one of the largest junior competitions in British Tennis and it gives aspiring young players the opportunity to progress through to the world famous grass courts in SW19 and whether you are a club, park or school you can run a singles tournament for your 14U players. All venues are invited via email to enter the Road to Wimbledon Tournament and provided with a resource pack to run the tournament for your juniors aged 14 to 11 years.

Your tournament will need to take place in April or May, ideally on specific days. Bear in mind the school holidays and religious festivals during this time and discuss best times with your membership.

Club Championships is the opportunity for everyone at the venue to battle it out to become club champion. The most common format enables players to compete in their own time and arrange their own matches with a set Finals Day which can be a fantastic competition spectacle and social event.

We suggest you have a tournament committee to run your Annual Club Championships. This committee could include a coach, tournament organisers, captains, players and parents. The committee will need to decide on when the tournament is going to be played (e.g. one weekend or over two or three months), entry process, which events and

age groups (e.g. men's, women's, 12U, Vets, wheelchair, deaf, etc.) and make the necessary arrangements about finals day.

All Year Round Competitions (Open)

The County Tour comprises both Grade 4 & 5 competitions for males and females of all ages in Great Britain from 8&U through to Senior age groups. Tournaments are run over 1 or more days and ranking points earned go towards the Nike National Rankings.

Matchplays are Grade 6 competition a great way to offer your players and other local players the chance to compete and usually take around half a day. They offer players the chance to develop their competitive tennis and improve their Aegon British Tennis Rating.

The management committee should work closely with its competition organisers and local LTA representative to run some external tournaments or matchplays. To run these tournaments or matchplays you need to apply as part of our competition planning process and they would be advertised via the LTA website. For more information contact your LTA regional office.

SECTION SIX: OUTREACH AND PROMOTION

CRITERIA	TENNISMARK	TENNISMARK+
OUTREACH AND PROMOTION		
Did you run any open days in the last 12 months?	Yes	Yes
Have you developed effective relationships with local primary, special or secondary schools, colleges or universities to promote your programme?	Yes – at least one	Yes – at least two
Have you developed effective relationships with any local organisations within the community?		

CRITERIA	TENNISMARK	TENNISMARK+
Did you run any open days in the last 12 months?	Yes	Yes

Running open day events is a tried and tested way of attracting new players to your venue. When done well it's a great opportunity to open your venue up to the local community to give them the chance to experience the venue in a relaxed, informal and sociable environment. Open day events will raise the profile of your venue in the local area and can lead to attracting new members and players on your programmes which in turn means more profit.

HOW CAN YOU ACHIEVE THIS?

To put on an open day simply choose a date (preferably a weekend) when you'll put on free tennis sessions for the public to take part in. There are 4 key stages to running a successful open day, the planning, promotion, on the day activity and follow up after the event.

In the planning make sure you have a team in place to deliver and agree a budget for your operational and marketing costs. You'll also need to plan an activity schedule for the day and decide if you will put on additional off court activities like a BBQ or face painting that you could potentially make some profit from.

Identify local schools, community, voluntary groups and faith centres in your area to see if they would be interested in getting involved and promoting the open day to their members. EFDS, Sporting Equals, Pride Sports and CSP's etc. can all assist in doing this. They can also help you avoid making mistakes such as offering an open day during Ramadan if you are targeting the local Muslim community or a school with a Muslim population. Identify and approach local businesses and organisations that could help you promote your event and use www.mytennistoolkit.com to produce your marketing materials. On the day keep it informal, relaxed and friendly and look to capture contact details from your participants so you can follow up with them after the event.

For the follow up make sure you have relevant programmes in place and put on special offers such as trial memberships, family discounts, or free beginner coaching as part of a membership so your attendees are more likely to come back.

TOP TIP!

When running an open day a venue uses the “How to run an amazing open day” guide for all four stages. On the day, a few committee members are on hand to welcome people and introduce them to the venue and what’s on offer. The coach is running sessions throughout the day, there is a BBQ available to raise some money for the venue and the venue’s Tennis Leaders are helping get to know new visitors, collecting their contact details and getting people on court. Following the event an email is sent out to all visitors letting them know what is on, when it will take place and letting them know of any promotional offers and other ways they can get involved.

CRITERIA	TENNISMARK	TENNISMARK+
Have you developed effective relationships with local primary, special or secondary schools, colleges or universities to promote your programme?	Yes – at least one link	Yes – at least two links

A school club link is a partnership between a school and tennis provider, developed to provide opportunities for all children and young people to get involved in the game. Nine and a half million children go to school in Great Britain, so it's the obvious place to promote your programme and to encourage more children and young people to take up our sport.

It is important to plan to meet the needs of children who are a diverse group. For example include local special schools and plan how to include disabled children. Linking with local schools can:

- Increase the number of children playing in your programme
- Increase your membership levels
- Increase revenue for the coach programme
- Increase the number of young volunteers, leaders and officials
- Increase numbers of adult players/members – through raised awareness with parents
- Increase the profile and awareness within the local community
- Increase your awareness of and experience of meeting the needs of diverse communities

Investing into a school club link programme can quickly bring financial returns and our resource 'School Club Links – A Guide for Coaches & Tennis Venues' demonstrates how a successful school club link can operate without external funding and generate additional income for your programme.

Linking with a local college or university can help attract new members to your venue and can also help expand capacity on your coaching programme, by increasing and developing your workforce through the college / university.

From the college and universities point of view, developing a link with a local tennis venue brings the following benefits:

- Increased opportunities for their students
- Work or voluntary experience for students
- Shared facilities and equipment
- Access to expert coaches
- Increased profile in the local community
- Increased awareness of exit routes for players, coaches and volunteers

HOW CAN YOU ACHIEVE THIS?

An extensive range of resources has been developed for schools and more than half the schools in the country have now been supported through British Tennis' Schools Programme. There are many different ways in which to link with a local school, college or university;

- Point of contact
- Ability to promote programme
- One off taster session
- Regular taster sessions
- Curriculum time delivery
- Out of hours delivery
- Year round promotion
- Encourages intra-competition (within the school/college)
- Encourages inter-competition (against other schools/colleges)
- Delivers Tennis Leaders
- Delivers sessions for staff
- Delivers session for parents
- Operates Satellite Club (LTA/CSP funded)

LTA/TF Support available to support education sites;

Primary Schools - teachers can attend a FREE 3 hour Primary Teacher Training Course which includes free resources and an equipment pack for the school

Secondary Schools - teachers can attend a FREE 3 hour Secondary Teacher Training Course which includes free resources and an equipment pack for the school

Special Schools - teachers can attend a FREE 3 hour Inclusive Tennis Teacher Training Course which includes free resources and an equipment pack for the school

Schools and Colleges - teachers can attend a FREE 3 hour Cardio Tennis Teacher Training Course which includes free resources and an equipment pack for the school/college

Colleges - can access a FREE equipment pack and online resources through the Further Education Tennis Core Offer

Universities - are eligible to apply for a development grant and tennis ambassador bursary of up to £1000; some universities also have a part-time post graduate student in post as a University Tennis Co-ordinator

TOP TIP!

One way of developing a link with a local secondary school is by launching a Satellite Club. These clubs involve a tennis venue delivering regular sessions on a school site to help more teenagers play tennis. Tennis satellite clubs focus on three key areas: Playing, Leading and Competing.

CRITERIA	TENNISMARK	TENNISMARK+
Have you developed effective relationships with any local organisations within the community?		

There are significant benefits to forming links with local organisations; primarily your tennis venue will become a genuine community club rather just a club within the community. By working in partnership with local groups you will benefit by:

- Having the knowledge and confidence to effectively respond to and meet the needs of diverse communities which in turn will benefit all your members.
- Attract new members which will increase your talent pool, potential pool of volunteers and revenue
- Increase funding and sponsorship opportunities if you can demonstrate you are an inclusive and welcoming
- Access to new contacts, marketing opportunities, skills, ideas, ways of working and resources
- Promote and foster positive community relations

HOW CAN YOU ACHIEVE THIS?

If you know who are your existing members and know the local demographic breakdown of the area you will have an idea of groups who are under-represented and be able to decide which potential communities you would like to target. Begin by focussing on a particular group e.g. girls, BME, LGBT, faith, mental health, as it will be more effective than being 'all things to all people at once'.

Once you have identified your target market identify relevant local community and voluntary groups in your area. In order to accomplish this you can contact the Community Volunteers Service, use Google, contact LTA, Sporting Equals, EFDS, Pride Sports and your County Sports Partnership, all of whom will provide you with contacts and sometimes introductions to local organisations.

Make sure you emphasise that the venue is taking positive action to engaging with diverse communities and are committed to creating a safe and inclusive environment for all. For a partnership with community organisations to be successful and sustainable there must be:

- A willingness on the part of the venue to listen and take positive action
- Mutual partnership with a genuine commitment from both parties to work together;
- Clear benefits to both organisations for working together
- Activities and programmes created as a result of consultation and advice
- Realistic and deliverable objectives – do not promise what you can't deliver
- Long term commitment to working with a community not an expectation that one open day will translate into increased membership
- Building the capacity of the local community organisation

DECLARATION

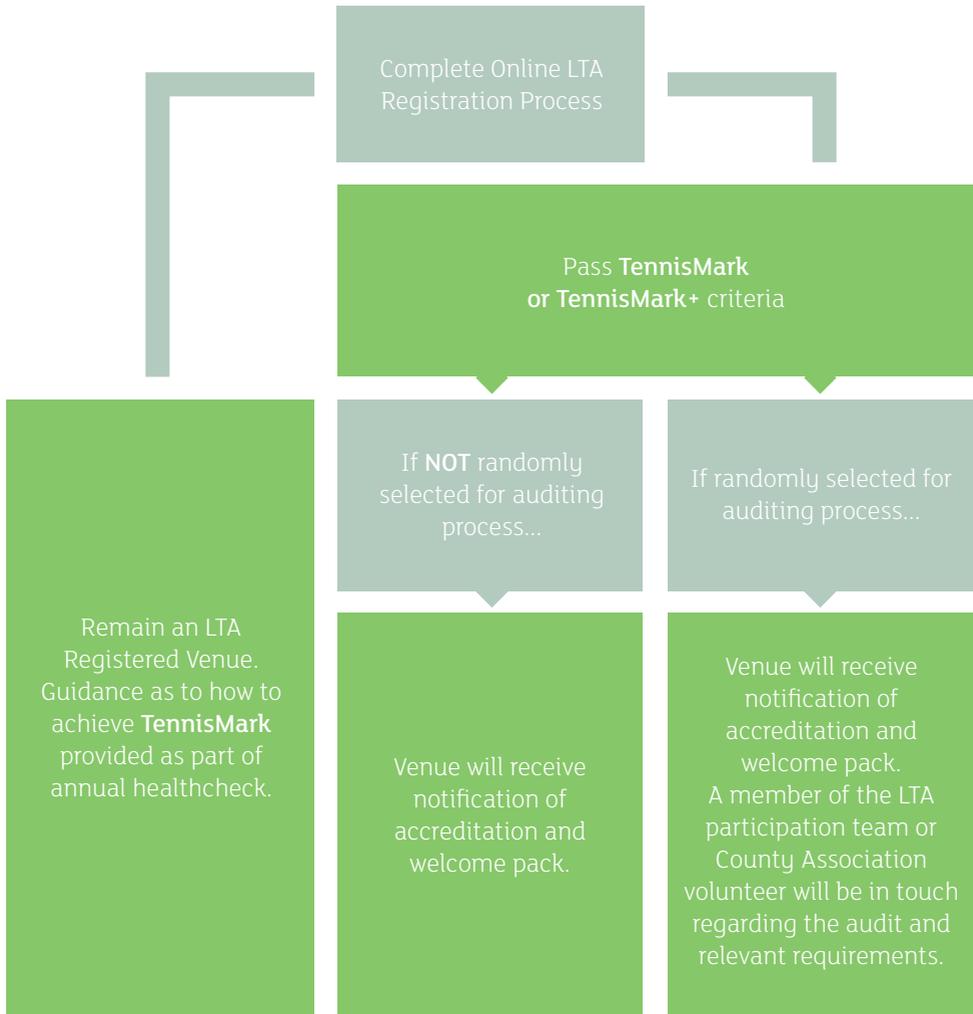
By moving the accreditation process online, we are putting trust into venues to provide a true and accurate record of their operation and associated activities. Before completing the Registration process, you will be asked to agree to a declaration outlined below:

We are committed to providing a caring, friendly and safe environment for all players, so they can play tennis in a relaxed and fun atmosphere. By ticking "Yes I confirm" to the following you are confirming that all information provided in the registration process is accurate and that copies of all good practice policies, guidance and forms are available to players and the LTA on request.

The key contact completing the Registration process will be logged as agreeing to this declaration on behalf of their venue.

AUDIT PROCESS

To ensure we keep on top of standards, we will be carrying out regular audits across Tennismark and Tennismark+ venues. Please see the audit process below:



If a venue fails to produce the appropriate documentation on being audited, the LTA reserves the right to remove the accreditation and log this with Sport England.

NOTES

NOTES

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