



Devon Tennis

(Devon County Lawn Tennis Association)

Strategic County Plan

2017-2020

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Key

In each section we have detailed where we are at the moment in **Blue**, what we propose in **Black**, and what we hope to achieve in **Orange**

1. Introduction

Background & Context

Devon Lawn Tennis Association is one of 44 County Associations across British Tennis. The County is geographically one of the largest & sits within the South West region in the landscape.

Devon Tennis Landscape:

- 76 Registered Tennis Clubs
- 11,795 Members in clubs (299 Courts)
- 1.1 Million people living in Devon
- 128 Qualified Coaches (63 – Accredited)
- 13 Accredited officials
- 12 Parks with 3+ tennis courts
- 48 Indoor tennis courts (not inc hotels)
- 485 Juniors competing
- 340 Adults competing
- 11,485 British Tennis Members

Partners in Devon Tennis:

- Registered places to play
- LTA & Tennis Foundation
- Leagues
- County Sports Partnership (Active Devon)
- Sport England
- Sponsors

The role of Devon Tennis (Devon LTA)

Constitutionally Devon Lawn Tennis Association is a registered body serving the needs of the registered places to play in the County. More widely, it is seen that Devon Tennis is the local body responsible for the administration & growth of tennis in partnership with the Lawn Tennis Association (British Tennis) and Tennis Foundation.

The County Association has had no County Plan in place for a number of years and no volunteer led plan for an even longer period, as a result of this there has been no strategic plan for the development of tennis within Devon. This has resulted in the County Association running Devon Tennis on a year on year basis with no real direction.

Following the LTA restructure in 2014 there is a real need to redefine the role and responsibilities of the County Association and to modernise the Association to make it fit for purpose.

Given the extensive nature of tennis in Devon, there is a need for a strategic County plan to co-ordinate the activities of the County Association and it is imperative for the future of tennis within Devon to address this situation now.

2. Devon LTA Mission Statement

Currently the county does not have a mission statement.

Our proposed mission statement is as follows:

'Devon LTA is committed to the promotion and support of tennis across all venues and settings within the county and to increase the level of participation and playing standards amongst all age groups and abilities.'

We aim to achieve this by supporting coaching, competition, and venues to increase standards and enrich everyone's experience of tennis across the county.

We will work in partnership with the sport's governing body, the Lawn Tennis Association, their regional team, all registered clubs, local authorities, schools, colleges, accredited coaches, licensed tennis officials, and other organizations to support all people involved with tennis.

At all times we will adhere to the LTA's values of Teamwork, Integrity, Passion, and Excellence.

Aims - It is hoped that this mission statement will guide the actions of **Devon Tennis (Devon LTA)**, spell out its overall goals, provide a path, and guide decision-making. It provides "the framework or context within which the Association's strategies are formulated". It is the guiding principle for what the Association wants to do for tennis within the County.

3. Operational Priorities

1. Develop a fundraising plan to generate additional income to grow tennis in Devon.
2. Support Clubs and Places to Play to improve facilities and amenities, increase membership and become financially independent.
3. Grow and professionalise the coaching market.
4. Increase and improve junior and adult competition and the competitive experience.
5. Optimise County performance programmes and pathway to improve standards.
6. Promote tennis in Devon to raise profile and interest.

4. New County Structure

Currently Devon LTA has a council of up to 19 members.

The majority of current councillors do not have any specific role within Devon Tennis and attendance at council meetings is on average around 8 to 10 out of the 19 councillors on the council.

Some councillors are no longer actively involved within their own clubs or places to play so are removed from the current activities, initiatives and challenges faced by tennis organisations today.

We have a Management Team of 5 who oversee the majority of the day to day running of tennis in Devon. The Devon County Tennis Co-ordinator (Chris Bawden) manages the majority of the county's activities.

The current council meetings ratify the decisions made by the Management Team and the County Tennis Co-ordinator.

Before the LTA restructure in 2014 when the LTA professionals became more regionally based and focused as opposed to being based in counties and focusing on county activities, we relied on the LTA work force to run most aspects of Devon Tennis alongside the Devon Management Team and the Devon LTA Council. Since this restructure there is an urgent need for the Devon councillors to become more active within the county if we are going to take tennis forward.

The proposed changes are as follows:

- We will have a Council made up of a maximum of thirteen councillors who will oversee the running of Devon Tennis (see table below):

Position	Elected By	Length of Office	Nominated By	Notes
Chair	Council	3 Years	Council	Management Team
Vice Chair	Council	1 Year	Council	Management Team
LTA Councillor	AGM	3 Years	Council	Management Team
Treasurer	AGM	1 Year	Council	Management Team
Secretary	AGM	1 Year	Council	Management Team
Men's Captain	AGM	1 Year	Council	Requires appropriate skills
Ladies' Captain	AGM	1 Year	Council	Requires appropriate skills
Men's Vets Capt.	AGM	1 Year	Council	Requires appropriate skills
Ladies' Vets Capt.	AGM	1 Year	Council	Requires appropriate skills
General	AGM	1 Year	Registered Club/Council	Working Group
General	AGM	1 Year	Registered Club/Council	Working Group
General	AGM	1 Year	Registered Club/Council	Working Group
General	AGM	1 Year	Registered Club/Council	Working Group

- The day to day running of the association will be overseen by the County Management Team made up the of the Chair, Vice Chair, LTA Councillor,

Treasurer and Secretary (all nominated by the Council) plus the County Tennis Co-ordinator and Performance Co-ordinator (both employees of the Devon Tennis).

- The day to day running of Devon Tennis will be managed by the County Tennis Co-ordinator and Performance Co-ordinator.
- In addition to the Management Team there will be a number of other working groups/sub-committees who will help with the day to day running of the association:
 - Tournament working Group - County Championships and competitions
 - Performance Working Group
 - Supporting Clubs & Places to Play Working Group
 - Coach Support Working Group
 - Sponsorship & Fundraising Working Group
 - Publicity Working Group
 - County Awards Working Group
 - Plus any other working groups as seen necessary by the Management Team/Council

Election of Officers & Councillors:

- The Chair (3 year term) & Vice Chair (1 year term) is elected by the council.
- The LTA Councillor (3 year term) and all other members of the council (1 year term) are elected at the Devon Tennis' AGM. Eligible voters at the AGM are:
 - Registered Clubs – one vote per club
 - Existing Councillors – one vote each
- Each nominated councillor must be a member of a registered club or co-opted by the council if they have a specific skill or experience required by the Devon Tennis.
- Each nominated councillor should meet the Person Specification for Perspective Councillors (see appendix V).
- Each nominated councillor must be prepared to work on one or more working groups / sub-committees as required.
- Each registered club may only have one member on the Council at any one time (excluding captains).
- The Captains must have the appropriate skills/experience in-order to be nominated:
 - They must have played at county level at some time during their playing career
 - OR they must be an accredited coach
 - They can come from any registered club irrespective of that club already having a member serving as a councillor

Meetings:

- The Full Council will meet twice a year in June & November and hold the County's AGM in January.
- The Management Team will meet at least five times per year in January, March, June, August, and October.
- All Working Groups & Sub-Committees will meet as and when required.

Aims - Councillors to play a far more active role in the running of Devon Tennis which is now essential following the LTA restructure of 2014.

- Over the last few years we have done the bare minimum required to keep the County activities running and it is now important that we take this opportunity to reinvigorate Devon Tennis and take the game forward within the county.

5. County Tennis Co-ordinator's Role

Currently this role is filled by Chris Bawden and is imperative to the running of Devon Tennis.

However Chris is in need of more support particularly in the area of performance if we are going to take Devon Tennis forward. She also needs more support in a proactive manner from the council.

The full details of the County Tennis Co-ordinator's role are detailed in their Job Description (see appendix II). This is a full-time paid role of 35 hours per week. The line manager is a member of the Management Team (currently the LTA Councillor).

The County Tennis Co-ordinator will be supported by the Management Team.

Main Areas of Responsibility:

- To provide efficient co-ordination and communication of tennis activities via the Devon Tennis County Office
- To provide quality customer service to Devon Tennis' 'customers' and partners
- To facilitate and support the delivery of:
 - all competitive opportunities
 - County training and County Cup teams
- To manage administrative and financial systems
- To provide technical support (TTP, League Planner etc)
- To provide administrative support for County meetings, AGM and manage the Awards process

Aims - To enable the County Tennis Co-ordinator to carry out their role in a more directed and efficient manner.

- To provide a professional level of service to all of Devon's tennis community.
- To provide the appropriate level of support to the County Performance Co-ordinator and the volunteer County Councillors.

6. County Performance Co-ordinator's Role

We currently do not have anyone fulfilling this role within the County. The County Tennis Co-ordinator is doing their best to fulfil some of these functions such as organising Junior County Captains, team sections and county training despite not having the appropriate skill set to carry out these duties.

Since the LTA restructure in 2014 when we lost our County Tennis Performance Co-ordinator we have had no one carrying out talent spotting or co-ordinating training for our best juniors. There has been a noticeable drop in the number of talented players moving through from mini tennis.

The full details of the County Performance Co-ordinator's role are detailed in the Job Description (see appendix III). This is a part-time, paid role consisting of 10 hours per week. Their line manager will be a member of the Management Team (currently proposed to be the Chair).

The County Performance Co-ordinator will be supported by the Performance Working Group.

Main Areas of Responsibility:

- **Writing a performance programme for the County**
- **Talent Spotting across the County**
- **Working with clubs and coaches** – raising awareness of standards and of coaching
- **County Training** – selection of players to attend, organise coaches, organise programme
- **Team Selection** - in conjunction with the Age Group/Team Captains

Aims - To identify and develop talented youngsters in the County which will lead to players feeding into our future County teams.

- To help with team selection.
- To organize County training.
- To provide a link between junior and senior County teams

7. County Training

The Devon Academy set up by the LTA TPC has morphed into age group based County training. Apart from the joint 12U/14U boys academy which has run successfully, the older boys academy and all the girls training provision has not fulfilled our aims beyond helping to select teams. The girls' academy in particular has been difficult, mainly due to lack of numbers and therefore too great a range of abilities. We are just about to introduce mini tennis camps as part county training, part talent ID.

We currently rely on a small number of coaches to deliver training and are dependent on their availability and willingness to carry this out.

County training will be organized by the County Performance Co-ordinator assisted by the County Tennis Co-ordinator. The County Performance Co-ordinator and will be supported by the Performance Working Group. There will be a budget for this set by the County Treasurer & Management Team.

It will be the responsibility of the Performance Working Group and the Performance Co-ordinator to determine selection of players to be invited.

The County Tennis Co-ordinator will carry out the general administration eg book the venues, courts and send out invitations.

The County Performance Co-ordinator will select the players for invitation and organize the coaches and the programme.

We will provide:

- **Red ball camps/festivals**
 - Low intensity, localised events
- **Mini Training Squads (Devon Academy)**
 - Age groups 9U and 10U
- **Junior squads (Devon Academy)**
 - Age groups 12U/14U and 18U with provision for 16U within these 2 groups as appropriate
- **Girls squads**
 - For existing performance girls but also to encourage potential County players
- **Senior squads**
 - Training to be organized by the Team Captain and County Performance Co-ordinator as required
- **Vets squads**
 - Training to be organized by the Team Captains and County Performance Co-ordinator as required

Aims - To identify and support our best players.
- To improve playing standards across all teams.
- To increase the number of girls aspiring to take part.
- To instil a strong team spirit across all teams, bonding teams together and making the experience fun for the players.
- To instil a strong feeling of pride in representing the county.

8. County Teams

Junior County Cup teams: boys and girls at 18U, 14U, 12U, 10U and mixed at 9U.
Men's and ladies teams (Aegon Summer County Cup and Winter Indoor Champs).

Veteran teams: Men's 35, 45, 50, 55, 60, 5, 70, 75. Women's 40, 50, 60, 65, 70
Selection criteria for Senior and Vets teams is not clear. Selection for junior teams is currently based on ranking and rating plus performance at training.

The Men's & Ladies' County Captains and the Men's & Ladies' Vets Captains will be nominated by the council and they will sit on the council as full councillors.

- **Vet's Team Captains** – each age group captain will be selected by the Men's & Ladies Vets Captains supported by the County Performance Co-ordinator & the Performance Working Group where required.
- **Junior Team Captains** – each age group captain will be selected by the County Performance Co-ordinator & the Performance Working Group and the County Tennis Co-ordinator where required.
- **Team selection** – will be carried out by the team captains and the County Performance Co-ordinator and supported by the Performance Working Group and County Tennis Co-ordinator where required.
- **Travel & Accommodation** – junior teams will be organized by the County Tennis Co-ordinator and Team Captains where required. Senior teams will be the responsibility of the captains. There will be a budget and policy set by the County Treasurer & Management Team.
- **Track Suits/Hoodies/Tee-Shirts/Caps** – will be organized by the County Tennis Co-ordinator, the Performance Co-ordinator, and the Performance Working Group. There will be a budget and policy set by the County Treasurer & Management Team.

Aims - To make all team selection fair, consistent and transparent.
- To encourage professionalism, commitment and accountability.
- To instil a strong team spirit across all teams.
- To instil a strong feeling of pride in representing the county.

9. Coaching & Tennis Officials

Currently there are around 36 Accredited+ coaches (L3, L4, L5) and 27 Accredited coaches (L1, L2, L3). We estimate only around 50-55 fully qualified (L3 and above) who are actively coaching to some degree.

There are 5 active, licensed referees, around 3 who referee one specific tournament a year and 5 who are not active outside their clubs. Three tournaments (Ivybridge October grade 3, Torbay Open grade 3 and Dartmouth Regatta grade 4) use referees from outside the County. In part this is due to either clashing of tournaments or the requirement for highly experienced referees ie at Torbay.

The County will help facilitate all LTA coaching qualifications from level 1 to level 5 and other qualifications/courses that are required to become an accredited coach, or as part of CDP.

We also wish to set up a Devon Coaches Association to provide a platform for upskilling, sharing information and best practice and to instil a team spirit amongst all coaches in Devon.

The County will also help to facilitate Tennis Officials courses to recruit and train new officials as well as providing opportunities for CDP and licensing.

- **Coach Education** – all coach education in the county is carried out by Exeter University. We will actively promote all courses.
- **Coach Support Grants**
 - We will consider grants or loans for Level 1 to 5 courses
 - We will consider grants or loans for coaching equipment for new coaches as appropriate on completion of the Loan/Grant Application form (see appendix V)
- **Coaches meetings** – we will organize meetings to facilitate the setting up and running of the Devon Coaches Association.
- **Safeguarding** – we will facilitate courses when demand requires.
- **First Aid** – we will facilitate courses when demand requires.
- **Training for officials** – Referees, Court Supervisors, Umpires courses are run by the LTA & ABTO. We will actively promote all courses.
- **Tennis Officials meetings** – we will facilitate a meeting once a year for all Devon officials to review all Devon events and to share best practice.

Aims - To increase the number and quality of accredited coaches within Devon.
- To increase the number and quality of tennis officials (Referees & Court Supervisors) within Devon to improve the tournament experience for competitors.
- Set up a Devon Coaches Association to help educate and professionalise coaches.

10. Competitions

The County has direct responsibility for the organisation and running of the two County Championships. This is jointly managed by the County Tennis Co-ordinator and the referee. Entry numbers have declined over the years though have remained relatively static for the last 2 or 3. Both tournaments just break even.

The County Tennis Co-ordinator is responsible for the co-ordination of entries, the set up and management of both Aegon Team Tennis and Team Tennis Schools. Entry levels for both saw a spike in 2015 but returned to average again in 2016.

The County Tennis Co-ordinator organises the Road to Wimbledon County Finals and the County covers the cost of the tournament. The number of clubs that take part do not vary much year on year.

The County Tennis Co-ordinator manages the Whirlwind Mini Tour on behalf of Cornwall and Devon. Events are run by clubs but the Counties run the two end of season finals.

The Leagues are autonomous with very little communication or interaction with the County apart from the Vernon Weaver Tournament for league winners which is organised and run by County volunteers.

The LTA oversees the planning and allocation of sanctioned tournaments within the County at grades 3 to 6. These, including the Winter County Tour grade 4s, are all run by clubs. Apart from some promotional and support work by the County Tennis Co-ordinator, there is little input required from or provided by the County. It is fair to say that participation numbers at all tournaments but particularly in girls' events is a cause for concern.

Tennis is one of the only sports where people pay to train yet often never compete. Competition needs to be attractive, fun, well organised, fair and a logical progression from coaching. This will be fundamental to the County's planned activities.

Current and traditional activities:

- **Senior County Closed** – each May and includes seniors age groups
- **Junior County Closed** – end of August
- **AEGON Team Tennis** – runs April to June
- **Team Tennis Schools** – runs in summer term
- **Road to Wimbledon** – runs in summer term with County finals early July
- **Whirlwind Mini Tennis** – runs all year with finals at the end of each season
- **Sanctioned Tournaments** – grades 3,4,5, & 6 (liaise with regional LTA team)
- **Vernon Weaver** – District League winners finals, usually in April
- **Leagues** – autonomous with no County input

New competitive opportunities that could be introduced with an active Tournament Working Group/(Volunteer) Tournament Co-ordinator (role description – appendix IV):

- Team Challenge – cluster club, team competitions
- Inter club competitions
- Novice yellow ball circuit (similar to Whirlwind Mini Tour)
- Davis Cup format tournaments
- Family friendly competitions

Aims - Set up a Devon Tournaments Working Group.
- To increase the quality (of delivery) of competitions/tournaments
- To increase entry numbers, particularly girls.
- To facilitate better promotion of tournaments.
- To increase the provision of age and ability appropriate competition.

11. Supporting Clubs and Places to Play

Since the removal of the LTA's Tennis Development Manager for Devon & Cornwall regular face to face contact with Places to Play is not possible and despite efforts to maintain contact through forums, newsletters etc there is a gradual sense of dislocation.

Support is available whether through the County Office or the LTA Regional Office in response to requests. However, there is no defined County or LTA remit of responsibility leading to confusion for clubs in knowing who to approach for what. Some clubs by habit now go straight to the LTA for all enquiries thus the 'relationship' with the County is even weaker.

We will provide:

- **Small loans (& grants - currently suspended)** – on application to County Treasurer
- **Servicing the needs of clubs by phone/email or visit**
- **Information**
 - Facilities advice via the LTA Regional Facility Project Manager
 - Signposting to appropriate sources
- **Club Forums**
 - Organise venues
 - Provide refreshments
 - Organise agenda and content (liaise with regional LTA team)
 - Cluster group meetings
- **Support for GBTW and other promotional events** – on application
- **Publicity** – through Facebook, Twitter, newsletter and website news section

We will look to work with:

- **Parks** (work with local authorities, regional LTA team, Tennis for Free, etc.)
- **Schools** (school/club links)
- **Non-registered clubs** to encourage registration and increase participation
- **Leagues**

We will carry out a place to play/club audit to get a clearer picture of facilities and provision available in the County.

Aims - Provide support and guidance for venues to encourage financial independence and professional management.
- Increase club membership/BTMs and participation opportunities.
- Forge stronger relationships with clubs and places to play.
- Provide a forum by which clubs can share best practice, information and work together.

12. Publicity

'Devon Tennis' Facebook account, @devonLTA Twitter account, www.devontennis.net hosted through the LTA. Clubspark account which could be developed into a more useful web presence.

Visits to the County website are low, possibly due to the fact that it is not easily found on the LTA website.

There are loose links with the Sunday Independent and Torbay papers through sports journalists but no real strategy or policy for publicity.

Articles are often sent to local press directly by clubs and parents but they omit the County.

We will appoint a Publicity Officer and set up a Publicity Working Group to support this post and all the activities involved.

We are hoping to work with the Media & Journalism Department of the University of St Mark & St John in Plymouth to find a Sports Journalism undergraduate or postgraduate to fulfil this role (unpaid).

- **Social Media** – We want to utilize all collective online communications channels dedicated to community-based input, interaction, content-sharing and collaboration to promote all tennis activity within the county
 - Facebook
 - Twitter
 - Google +
 - Wikipedia
 - Reddit
 - Pinterest
- **Press – newspapers, television, radio** – we want to establish links with all press organizations operating in the county to promote all tennis activity within the county.
- **Photography & videos** – we want to co-ordinate and share as many images of tennis activity going on within the county to help promote tennis.
- **County web-site** – we will maintain a County web-site as the main source of information on past and future tennis events and activity within the county.
- **County newsletter** – each quarter we will produce an on-line newsletter for distribution to all tennis people within the county.
- **Acknowledging sponsors** – we will acknowledge all county sponsors whenever we can across all our publicity channels.

Aims - To raise the profile of ALL tennis activity in the county.

- To raise the profile of Devon LTA.

- To promote all tennis activities in order to increase participation.

- To provide payback for sponsors

13. Financial Controls and Budgets

The Management Team and County Treasurer have the responsibility for financial controls and setting the budget which is based on current activities. Income comes from registration fees, patrons' fees and requires transfers in from the County Reserves to meet costs.

- **Budget** – set by the treasurer in consultation with the Management Team, national LTA and working groups.
- **Cash Flow - Income & Expenditure** – bank account payments and deposits managed by County Tennis Co-ordinator and monitored by Treasurer.
- **Accounts / Investments** – managed by Treasurer. Monitored regularly and reported to Management Team & Council.
- **Reserves** – managed by Treasurer. Monitored regularly and reported to Management Team & Council.
- **Loans & Grants** – see appendix VI
- **Insurance** – Public Liability, Professional Indemnity, Employer's Liability, Directors & Officers Liability and office contents cover provided by the LTA through County affiliation.
- **Wages Policy** – as set by Treasurer and Management Team.
- **Expenses Policies** – to be codified.
 - General Expenses
 - Travel
 - Accommodation Expenses (Teams)
 - Clothing Expenses

Aims - To work within the budget and targets as set by Devon Tennis.
- To breakeven annually excluding the rewarding of grants. (?)
- To achieve maximum impact for Devon Tennis from all expenditure.

14. Fundraising and Sponsorship

The only sponsorship currently received by the County is the Whirlwind Sports support for the Mini Tour. Attempts to secure sponsorship have been made in the past with limited or no success. There have been no County fundraising activities.

- **Sponsorship** – seek to attract sponsors using defined appropriate sponsorship packages to include
 - Wimbledon Tickets
 - Publicity
- **Patrons** – close membership. No guarantee of Wimbledon tickets. Offer existing patrons sponsorship opportunities.
- **Tournaments** – seek to obtain sponsors for the County Championships.
- **Fundraising activities** – as determined by the relevant working group.

Aims - To ethically raise funds to support the deliver the County plan in full.

15. County Awards

The County awards across 11 categories, 7 as part of the British Tennis Awards and 5 County specific awards. Nominations are received through the LTA online process and by form from clubs, leagues, coaches and Councillors but historically the response has been poor with few nominations received. Awards are presented as part of the AGM evening. This is a low key celebration.

There is a policy in place which governs the presentation of County Colours (senior and junior)

Limited promotional and publicity activity takes place.

- **County Colours** – Awarded in accordance with the policy as outlined in the County Rules under section 23 (see appendix VII).
- **County Awards** – Specific to the County and not included in the British Tennis Awards categories. Nominations are invited and winners selected by Council by closed vote.
 - Young Player of the Year – nominated by clubs, coaches, councillors
 - Senior Play of the Year – nominated by clubs, coaches, councillors
 - 10U Player of the Year – nominated by clubs, coaches, councillors
 - Young Coach of the Year – nominated by clubs
- **Regional & National Awards** – Categories awarded at County level with opportunity for winners to move through to regional and national selection. Nominations are online via the LTA website and open to any British Tennis Member to nominate. Winners are selected by Council by closed vote.
 - Young Volunteer of the Year
 - Volunteer of the Year
 - Outstanding Achievement
 - Aegon Coach of the Year
 - Club of the Year
 - Community Venue
 - Disability Programme
 - Education
- **LTA Meritorious Service Awards** – the awards are presented to honorary officials of directly affiliated organisations in recognition of outstanding voluntary service given to tennis in any capacity over a long period of time.
- **County Honorary Life Members** - any person may be nominated by the Council as an honorary life member of Devon Tennis. An Honorary Life Member is elected at an AGM and, once elected, holds that position for life.
- **County Honorary Vice Presidents** - candidates are nominated by the Council in recognition of special services rendered to the Devon Tennis and elected at an AGM.

- **Award ceremony** – currently takes place on the same evening as the AGM and a buffet and drinks are provided.
- **Trophies** – all categories including the British Tennis Awards have a perpetual trophy and winners also receive certificates.
- **Publicity** – press release is issued and report with photographs is published online and via social media.

Aims - To raise the profile of tennis in Devon.
 - To reward those who have made an outstanding contribution.
 - To recognise those who are committed County players.

16. Disability Tennis

Currently localised pockets of delivery; Tarka, Exeter(?), Torquay(?) and Plymouth. We do not have a County strategy and have only occasionally received requests for support which we have then provided. The Tennis Foundation attempted to create a 'network' with Newquay and Taunton but unclear if or how this works.

There is a new Tennis Foundation Regional Officer who has yet to introduce himself. On the Tennis Foundation 'Inclusive Venue' search, no venue comes up in Devon ie, no venue has registered as an inclusive venue.

Disability Tennis includes: learning disability, physically impaired, deaf tennis, and visually impaired.

We will look to facilitate and support the provision of sustainable disability tennis coaching and competition by forging links with existing providers in our own and neighbouring counties as well as with the Tennis Foundation.

The Tournament Working Group will include disability festivals and competitive opportunities in its remit.

We will consider support for initiatives aimed at improving access to courts for disability groups.

Aims - To raise the profile of disability tennis in the county.
 - To promote disability tennis activities in order to provide opportunities to more people to participate.
 - To help increase the provision of disability tennis at places to play in the County.

Appendices

- I. Devon Tennis Rules (provided separately)
- II. County Tennis Co-ordinator Job Description (being drafted)
- III. County Performance Co-ordinator Job Description (being drafted)
- IV. County Tournament Co-ordinator Role Description (being drafted)
- V. Councillor Person Specification (being drafted)
- VI. Loan & Grant Scheme (being drafted)
- VII. County Colours Policy

Any player who has played for the county in at least seven matches shall be entitled to the County Colours, which shall be awarded at the discretion of the Council. In addition it shall be within the power of the Council to award colours to any officer for special and exceptional services rendered to Devon Tennis.