



A STRATEGY FOR THE FUTURE
PLAY, COMPETE, ACHIEVE, ENJOY

A STRATEGIC FRAMEWORK FOR TENNIS IN IRELAND

OUR COMMITMENT

PLAY, COMPETE, ACHIEVE, ENJOY

2018 - 2022

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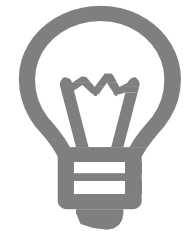
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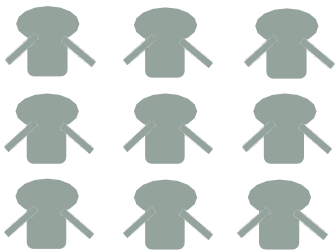
STRATEGIC PLANNING PROCESS

170 Workshop Attendees



Steering Team Review
and Refinement:
November

External



Media | Other Federation
Strategy Research

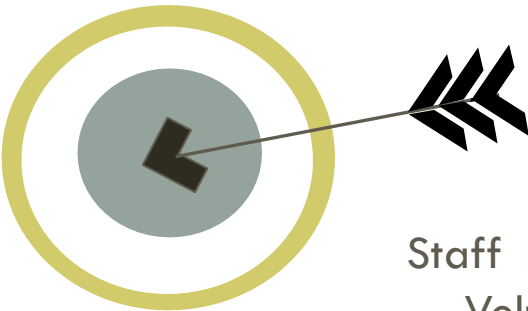


977

Survey
Participants

12

Written
submissions



Internal Consultations

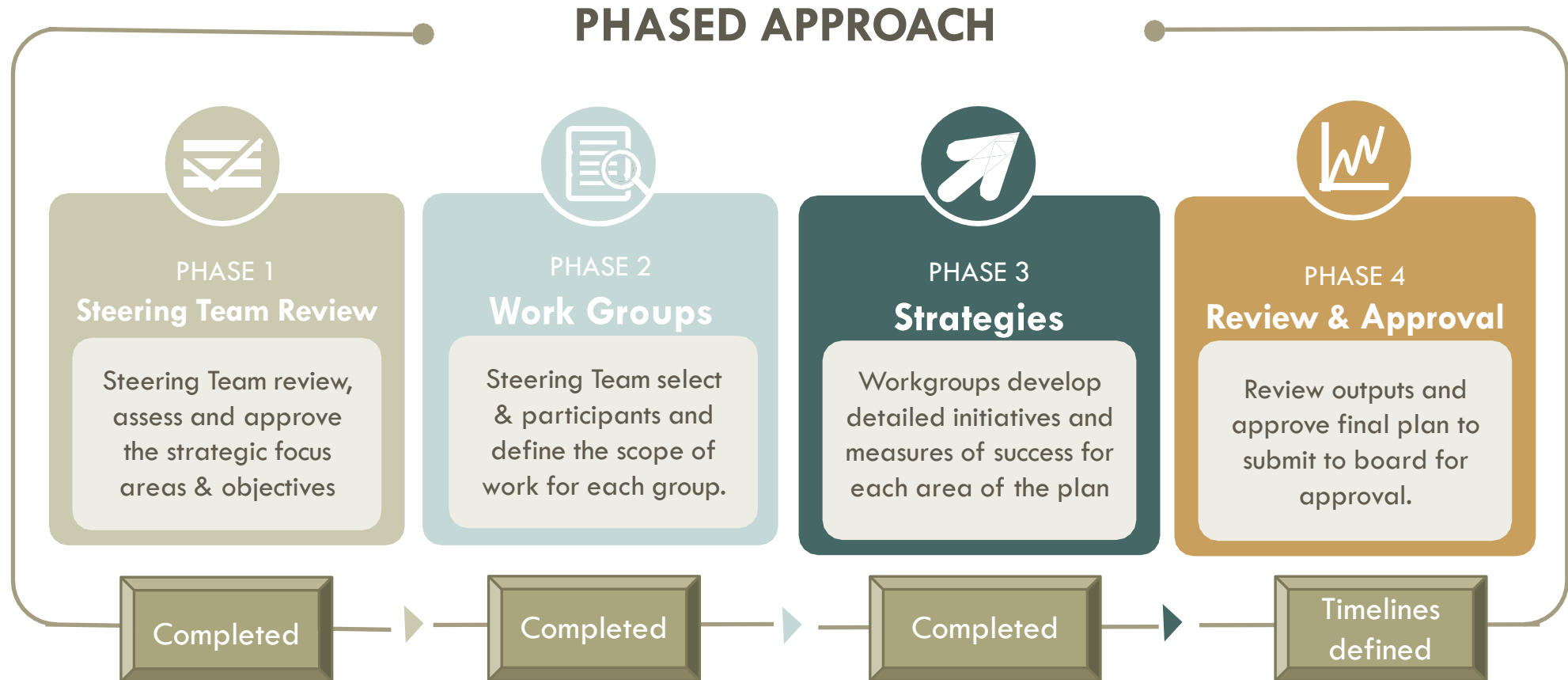
Staff | Coaches | Players |
Volunteers | Members

Plan for Tennis in Ireland

PROCESS TO DATE



PHASES OF COMPLETION





A STRATEGY FOR THE FUTURE
PLAY, COMPETE, ACHIEVE, ENJOY

PART TWO

1. Vision & Values



VISION 2021

*Inspiring and connecting people of all ages and backgrounds to play,
compete, achieve, enjoy and be part of Tennis in Ireland*



TENNIS IRELAND VALUES

1

Excellence

In how we operate:
Excellence is about our
volunteers, staff, coaches,
partners, players & all
associated with tennis in
Ireland. Working
together through a
dedicated approach
with commitment &
respect



2

Inclusiveness

Provide an inclusive
and safe environment
for everyone to take
part in tennis in
Ireland



3

Leadership

Of those we bring with
us:
Respecting people,
inspiring others to work
towards a shared vision
& creating a sense of a
one team mission



4

Dynamic

Driving the growth of
tennis in Ireland
through strong
foundations,
educational programs
& support structures
for volunteers coaches
officials, players and
clubs.



5

Determination

To identify and
foster talent to
produce globally
successful tennis
players



6

Integrity

To uphold the
highest levels of
Integrity,
Governance and
Transparency





PART THREE

Strategic Focus Areas &
Success Statements

2021 STRATEGIC FOCUS AREAS

Tennis Ireland 2021 Strategic Focus Areas

1. Building
our Base

2. . Branding
Identity &
Commercialisa
tion

3. Transforming
Competitions

4. Optimising
Coaching

5. Maximising
Emerging
Talent & Elite
Performance

6. Supporting
the Tennis
Community

SUCCESS STATEMENTS: IN 2021 WE WILL BE ABLE TO SAY.....

Building The Base

We have increased the appeal and accessibility of tennis by supporting our volunteers, our clubs and our partners to grow the number of participants to record numbers.

Branding, Identity & Commercialisation

Our new brand and identity for Tennis in Ireland has attracted new commercial partners & driving growth of additional revenue streams.

Transforming Competitions

We are providing enhanced opportunities for our members to play, enjoy and compete to reach their potential through organised competitive structures.

Optimising Coaching

We have worked with our coaching communities to transform and structure their contribution and our coaches have a clear pathway of progression to enhance and drive excellence across our coaching standards at all levels.

Maximising Emerging Talent & Elite Performance

We have created a 'best in class' performance system, we are now seen as 'punching above our weight' on the international stage and our emerging talent have robust development pathways.

Supporting the Tennis Community

We have transformed our governance and operating model to proactively engage our tennis family and ensure we are working together to guide and support our units.

2021 STRATEGIC PRIORITIES



01

BUILDING THE BASE

- NATIONAL PARTICIPATION & DEVELOPMENT PROGRAMS
- CLUB & VOLUNTEER SUPPORT
- NATIONAL FACILITIES STRATEGY

02

BRANDING, IDENTITY & COMMERCIALISATION

- NATIONAL COMMUNICATIONS & MARKETING PLAN
- COMMERCIALISATION STRATEGY
- RE-BRAND OF TENNIS IRELAND



03

TRANSFORMING COMPETITIONS

- NATIONAL RATING & RANKING SYSTEM
- NATIONAL COMPETITION STRUCTURES

04

OPTIMISING COACHING

- COACH EDUCATION, ENGAGEMENT & LICENSING
- TIERED STRUCTURE FOR CLUBS & COACHES
- CAREER COACH PATHWAY



05

MAXIMISE EMERGING TALENT & ELITE PERFORMANCE

- HIGH PERFORMANCE ETHOS & CULTURE
- NATIONAL & REGIONAL PARTNERSHIP & COLLABORATION
- SPECIALISED PLAYING SURFACES

06

SUPPORTING THE TENNIS COMMUNITY

- TENNIS IRELAND GOVERNANCE MODEL
- TENNIS IRELAND FUNDING & MEMBERSHIP MODEL
- ADDITIONAL REVENUE STREAMS



FOCUS AREA 1: BUILDING THE BASE

Our Commitment:
Initiatives & Deliverables

KEY INITIATIVES

1. National Participation & Development Programs

Providing **opportunities to play at all levels** of the game, through **fit for purpose competitive** and **recreational** initiatives, servicing disabled persons, grassroots, juniors and adults.

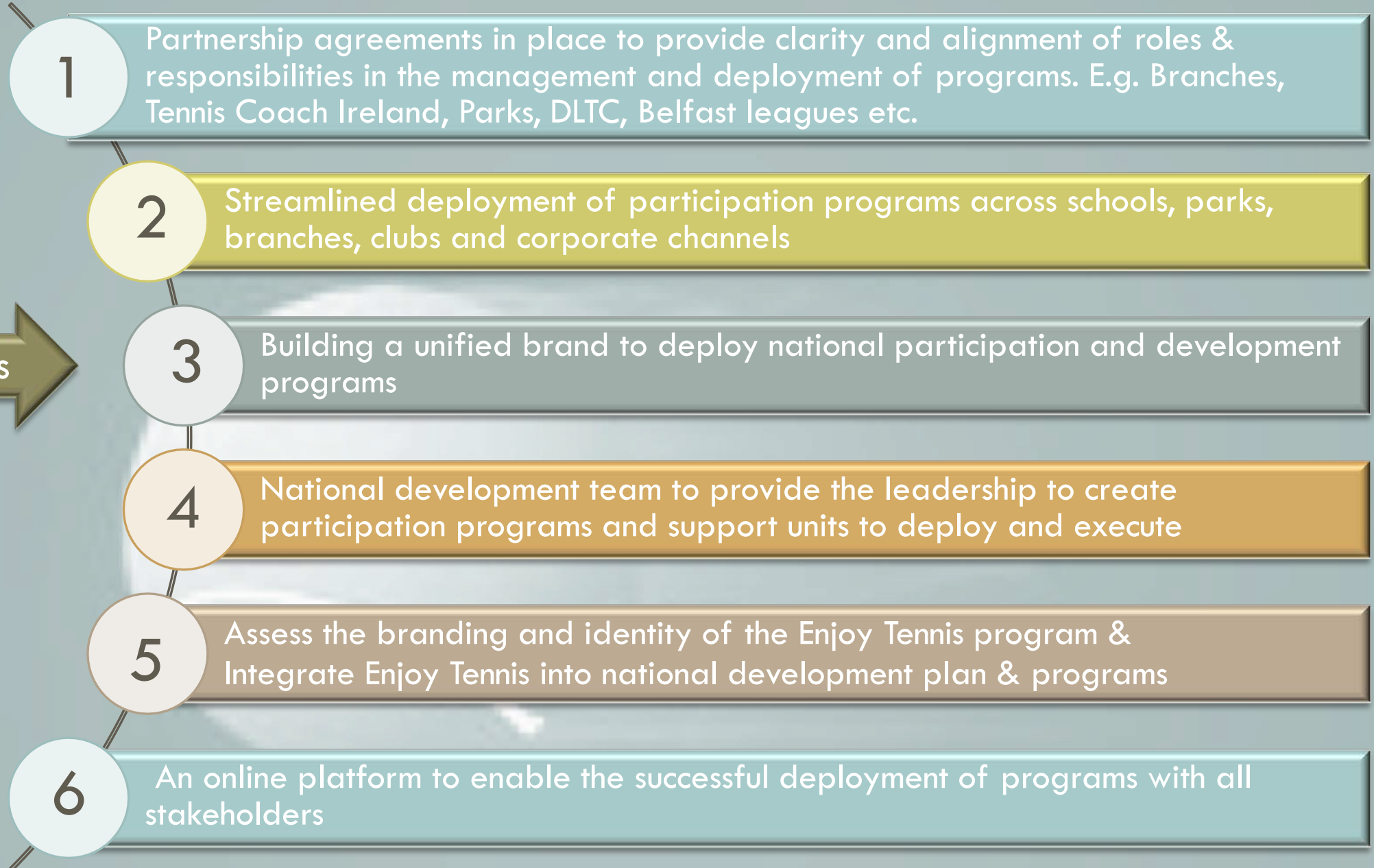
2. Club & Volunteer Support Programs

An infrastructure to enable the national and branch teams to **provide practical support and guidance to our clubs and volunteers.**

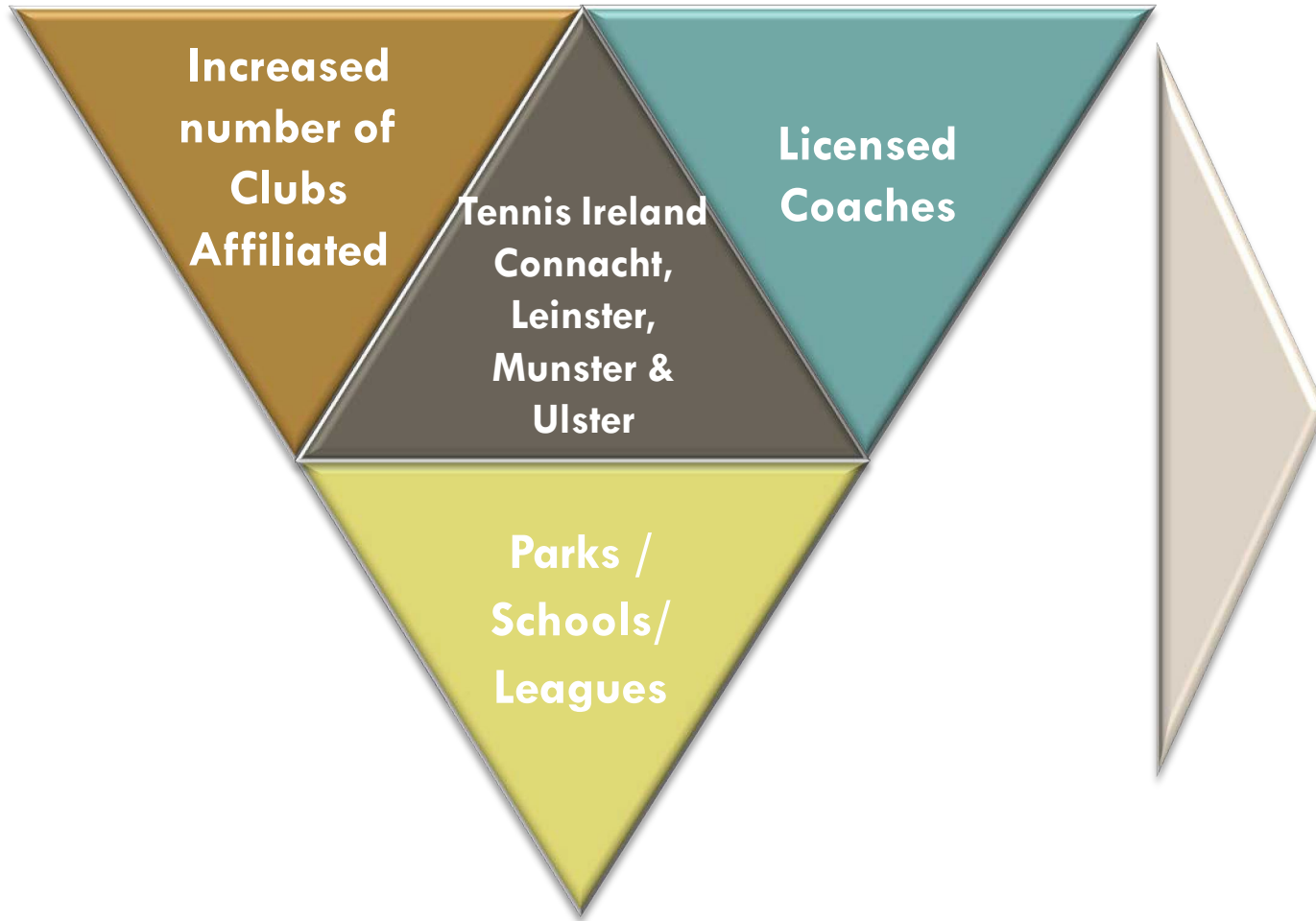
3. National Facilities Strategy

A clear plan and roadmap to secure **optimal tennis playing facilities and surfaces nationally.**

1. NATIONAL PARTICIPATION & DEVELOPMENT PROGRAMS



Building the Base: Partnership Model



- Tennis Ireland team developing, creating programs
- Tennis Ireland Team supporting and guiding units to deliver participation programs
- Tennis Ireland National Program co-ordinators in place
- Coaches partnering with clubs and branches to enable successful participation programs
- Clubs and branches execute the delivery of programs
- Parks facilitating the delivery of programs
- TI managed online platform to provide effective tools to manage and drive participation for Tennis
- Enjoy Tennis program integrated with National programs

Tennis Ireland Partnership: Collaborating to increase participation & provide playing opportunities for all

2. CLUB & VOLUNTEER SUPPORT PROGRAMS

1

Tiered club model based on size to enable successful club support and service programs e.g. club development plans

2

Club management toolkits to support clubs to recruit and attract volunteers

3

Volunteer support toolkits to enable volunteers be successful within their roles at club, branch and national level

4

Dedicated centralised club support online portal to host toolkits, guidelines and club development modules for clubs

5

Proactive club engagement model where TI is engaging and delivering support and education programs e.g. Club presidents forum, education workshops, program for non affiliated clubs

6

Expansion of the Clubmark framework to promote & recognise excellence within clubs

7

Supporting clubs to ensure appropriate safeguarding policies and protocols are in place

Deliverables

3. NATIONAL FACILITIES STRATEGY

1

Working with Sport Ireland and relevant statutory bodies to secure a Tennis Ireland headquarters and facilities within the National Sports Campus, Abbottstown

2

Clear club facilities development toolkit, guidelines and standards e.g. courts, lights, indoor structures, supporting applications to SCP, Sport NI and DTTAS sports capital programs

Deliverables

3

Launch club facilities toolkit and policy guidelines for club developments

4

Facilitate the creation of formal links with clubs, council / city councils to maximise the utilisation of public tennis courts with management agreements in place

5

Explore the potential of establishing regional facilities to act as hubs for regional development for emerging talent, education programs and competition events

BUILDING THE BASE:

WHAT WILL BE DIFFERENT?

Agreed partnerships
with Parks, DLTC,
Belfast Leagues &
branches

Active streamlined
participation programs
across schools & clubs
nationwide increasing
the number of people of
all abilities playing the
game

Tiered club structure
and support service

Education & support
programs and toolkits
for clubs

Presence at National
Sports Campus

Improved Club
Facilities & Regional
Tennis Ireland hubs

MARKETING BRANDING STRATEGY



TARGET



MEMBERS



IDENTITY



MARKETING



MANAGEMENT



*A STRATEGY FOR THE FUTURE
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FOCUS AREA 2: BRANDING IDENTITY AND COMMERCIALISATION

Our Commitment:
Initiatives & Deliverables

KEY INITIATIVES

1. National Communications & Marketing Plan

The creation of a National Communications & Media, Marketing Plan including a comprehensive Digital & Social Media plan to **position tennis as a progressive accessible and inclusive sport** in Ireland with increased participation levels.

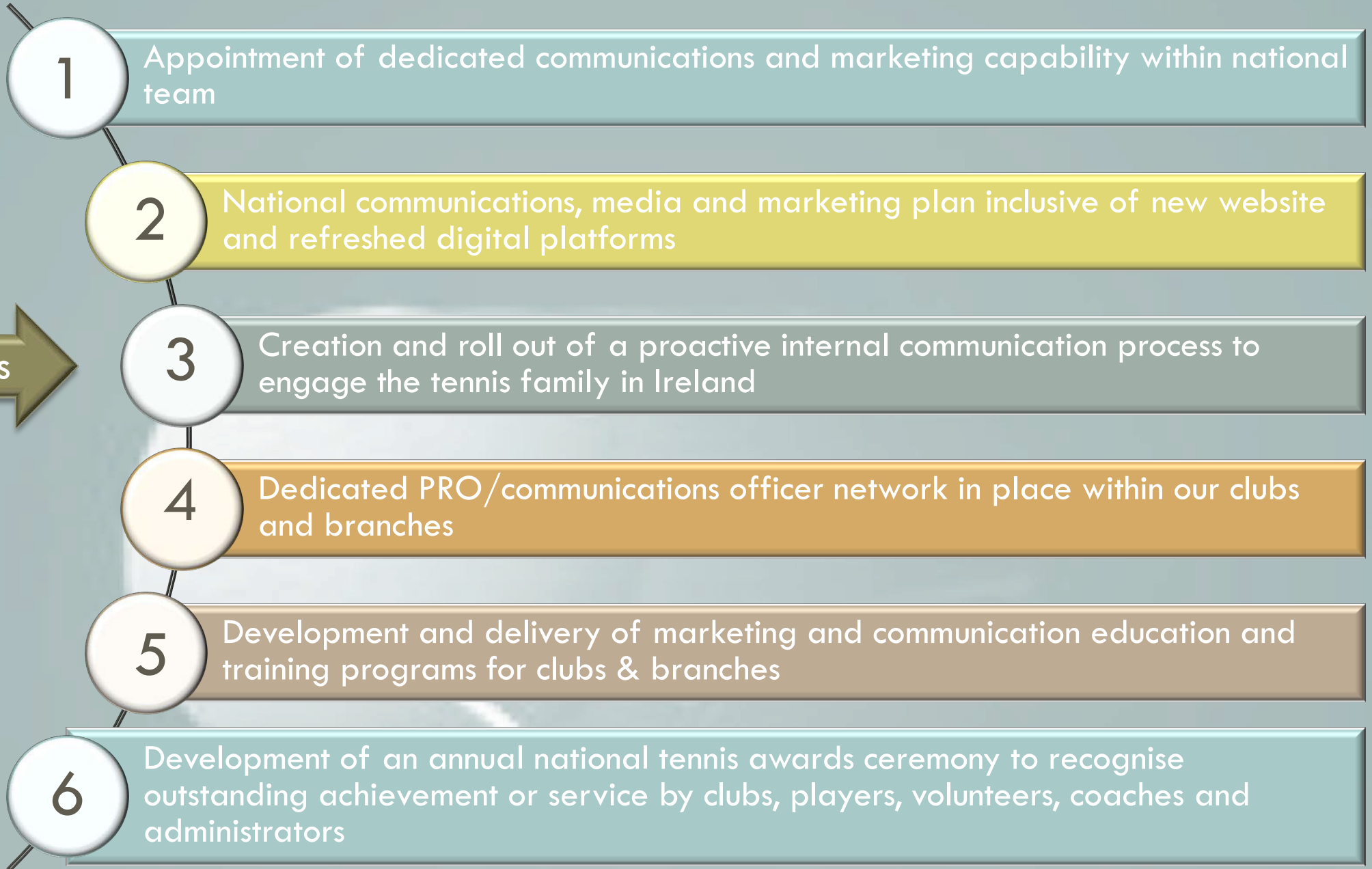
2. Commercial Strategy

We will develop an insightful focused commercial strategy in order to **increase sponsorship revenues** at a national, regional and local level, resulting in Tennis Ireland **driving additional revenue streams** to enable required investment in all areas of our sport.

3. Re-Brand of Tennis Ireland

Create a **new identity and brand** that will support greater understanding of the reach of tennis in Ireland, inclusive of the Enjoy Tennis Brand to the public, our members, government agencies and potential sponsors.

1. NATIONAL COMMUNICATIONS PLAN



2. COMMERCIAL STRATEGY



3. RE-BRAND TENNIS IRELAND

Deliverables

1

Clear positioning of the brand and the sport: healthy, social, inclusive, lifelong, community and family

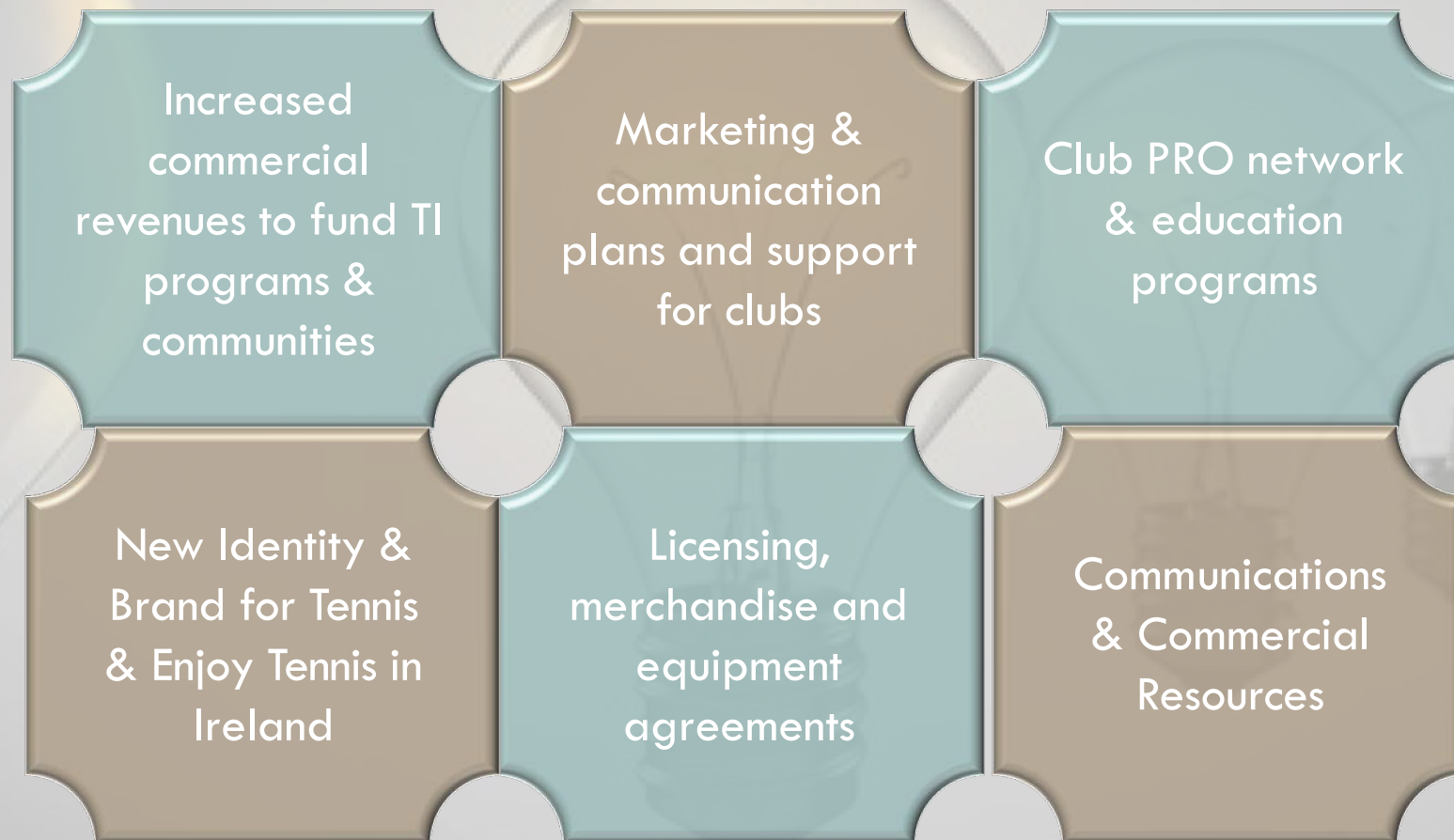
2

New identity inclusive of a logo and brand guidelines for Tennis Ireland, branches, clubs, Enjoy Tennis and TI programs

3

New brand roll out plan to implement the new identity across the sport ensuring compliance to brand guidelines

BRANDING & COMMERCIALISATION: WHAT WILL BE DIFFERENT?





FOCUS AREA 3 : TRANSFORMING COMPETITIONS

Our Commitment:
Initiatives & Deliverables

KEY INITIATIVES

1. National Rating & Ranking System

Adoption of a national rating and ranking system, that will be internationally recognised and provide **opportunities to compete on a consistent basis** and to **track progress and performance**. This initiative will provide clear insight and intel into the **number of active tennis players competing in Ireland**.

2. Competitions Structures

Evaluation of our current competition structure to refine our processes to **ensure an increased offering of year-round competitions**, with an overall vision to **develop a national competition infrastructure** at all levels.

1. NATIONAL RATING & RANKING SYSTEM



Deliverables

2. COMPETITION STRUCTURES

1

Complete a review to evaluate and explore the existing competition landscape and define a preferred future for the competition framework

2

Refined and enhanced competition formats to increase participation in the game

3

Appointment of a national competition resource within the national team to manage and support the competition framework regionally and nationally.

Deliverables

4

Creation of competition templates and guidelines for the tennis community including a review of current rules relating to competitions e.g. disciplinary

5

Development of education & training structures and programs to enable the competition workforce to successfully execute competitions

6

Creation of a master calendar for competitions for tennis in Ireland inclusive of schools, Enjoy Tennis, juniors, senior, veterans, regional, national and international competitions

7

Development of a clear, balanced competition pathway from beginner to performance levels

TRANSFORMING COMPETITIONS: WHAT WILL BE DIFFERENT?





FOCUS AREA 4: OPTIMISING COACHING

Our Commitment:
Initiatives & Deliverables

KEY INITIATIVES

1. Coach Education, Engagement & Licensing Model

Review the coach education program and the structure of coaching to develop a best in class education, engagement and licensing model.

2. Tiered Structure for Coaches & Clubs to work together

Introduction of a new framework for all clubs allowing coaches and volunteers to reach their potential in supporting the growth and the standards of coaching in tennis in Ireland.

3. Clear Coach Career Pathway

Positioning coaching as an attractive career opportunity with defined progression and development pathways for coaches.

1. COACH EDUCATION, ENGAGEMENT & LICENSING

1

Review the current Coach Education course content with an aim to develop a World Class, benchmarked Coach Education and Licensing Model to support the development of Coaches in Ireland.

2

Evaluate the model of establishing coach development expertise & structure within TI national team

3

Ongoing delivery of a range of education opportunities delivered nationally and regionally to support the continuous professional development of coaches working at all levels e.g. sports psychology, financial management and presentation skills

4

Facilitate the assimilation of professional tennis registry (PTR) qualified coaches into the current licensing system

5

Increase the number of licensed female coaches as a percentage of the total number of licensed coaches

6

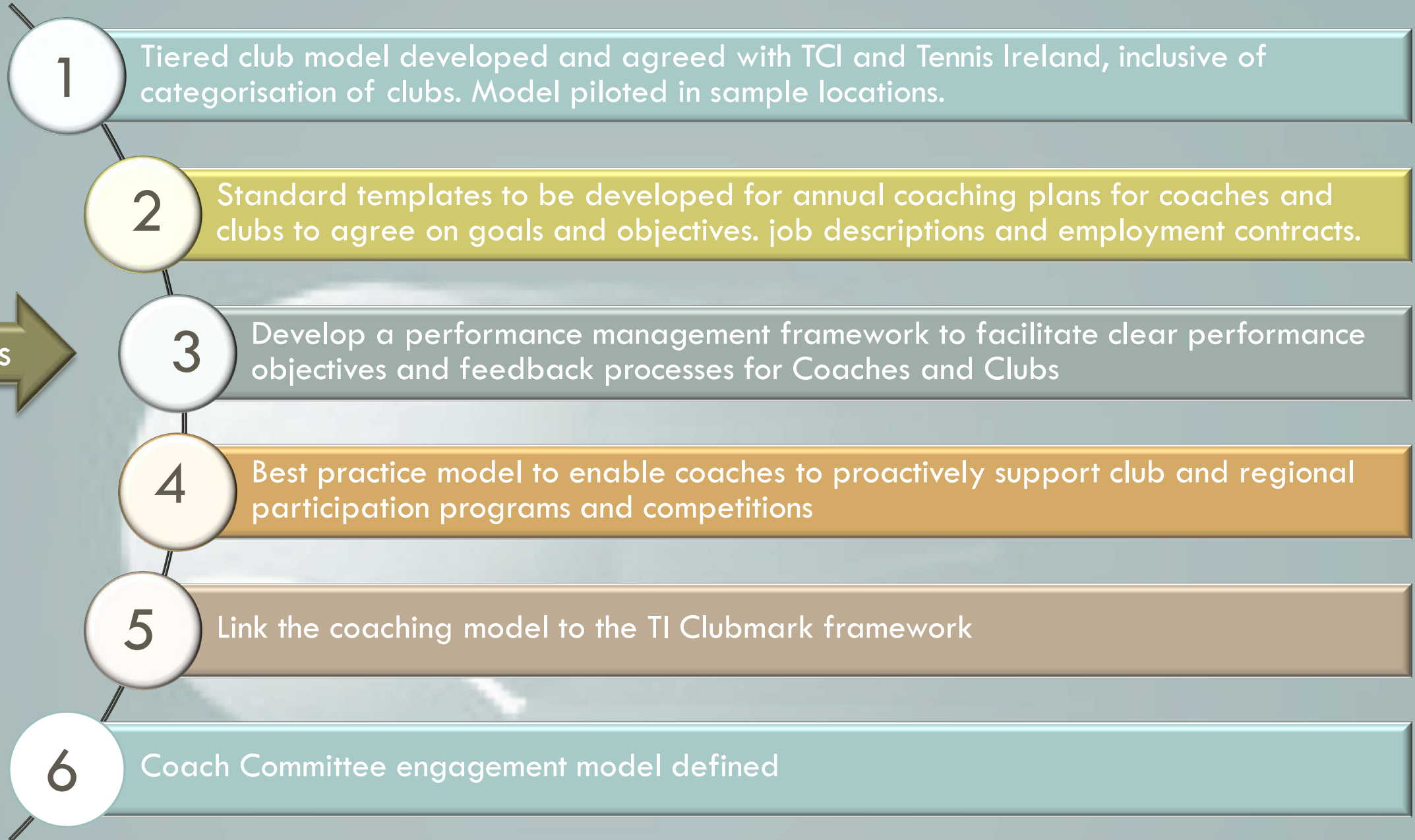
Defined coaches standards for specific Tennis Ireland programs within the player pathway

7

Re-define the coach player engagement & deployment methods and ratios

Deliverables

2. TIERED STRUCTURE FOR CLUBS AND COACHES TO WORK TOGETHER



3. CLEAR COACH PATHWAY

1

Work with coaches and coaching organisations to create a coaching ladder for players

2

Create a transparent continuous improvement programme for coaches at all levels to develop and reach their potential linking to coach education

3

Create a calendar of coaching master classes around the country to facilitate club coaches at levels to access the latest best practice; thereby increasing their impact within their respective area

4

Promote the value of coaching by introducing a coach recognition section into the National awards programme

5

Carry out feasibility to provide an online resource for coaches to manage, promote and deliver their coaching programmes

Deliverables

OPTIMISING COACHING: WHAT WILL BE DIFFERENT?





FOCUS AREA 5: MAXIMISING EMERGING TALENT & ELITE PERFORMANCE

Our Commitment:
Initiatives &
Deliverables



KEY INITIATIVES

1. High Performance Ethos & Culture

Expanding the high-performance ethos throughout our performance, emerging talent & programmes to **embed a culture excellence and success.**

2. Partnerships & Collaboration

National and regional model for building a partnership programme for, **emerging talent, and performance players.**

3. Performance Facilities & Surfaces

A programme to proactively introduce **greater diversity in playing surfaces** to support the development of elite players.

1.HIGH PERFORMANCE ETHOS & CULTURE

1

Alignment of players, coaches, players, parents and team members on the agreed set of values for the TI performance system

2

Program to promote and showcase our performance players as role models nationwide, through hosting of international events and being competitive in Davis & Fed Cup

3

Embed performance values and ethos throughout the system ensuring the values are alive through every player engagement

4

A guide for emerging talent and their parents to transition into the performance system to support their progression through the TI system and beyond.

5

Defined and well promoted anti doping and betting related corruption policies and processes

6

Appointment of experienced performance expertise to the TI board and establish a technical & performance committee

7

Consider options for developing a performance program for players with disabilities

Deliverables

2. PARTNERSHIPS & COLLABORATION

1

Enhanced program to attract and engage partners to support elite performance players e.g. travel, technical support, sport science, commercial and philanthropic.

2

Evaluate the potential of a merit based tiered funding support model for players who reach specified developmental benchmarks

3

Regional structure and focus to extend and enhance the emerging talent framework

4

Development of a National talent identification framework for players and coaches in collaboration with branches and clubs

5

Continue to enhance level 3 coaching standards to ensure the appropriate coaches are operating within the performance system

6

Develop a support structure for players who choose or may benefit from a US Collegiate scholarship pathway

Deliverables

3. PERFORMANCE FACILITIES & SURFACES

1

Establish national, provincial and regional accredited training and development centres with indoor and ITF Classified Court Pace Slow surfaces within the existing club network

2

Defined model, criteria and process to support progressive clubs to become Tennis Ireland Regional centres which will act as hubs for key development programmes

3

Proactive program to support the installation of indoor facilities and appropriate courts to support the TI performance and coach development system

4

Align the Regional centre model within the Clubmark framework

Deliverables

EMERGING TALENT & ELITE PERFORMANCE:

WHAT WILL BE DIFFERENT?





FOCUS AREA 6: SUPPORTING OUR TENNIS COMMUNITY

Our Commitment:
Initiatives & Deliverables

KEY INITIATIVES

1. Tennis Ireland Governance Model

Developing a robust governance model that will **redefine how Tennis Ireland operates** to drive success within the game of Tennis in Ireland.

2. Tennis Ireland Funding & Membership Model

Developing a re-vamped **finance and membership model to grow the game** of tennis in Ireland and broaden the base of revenue streams.

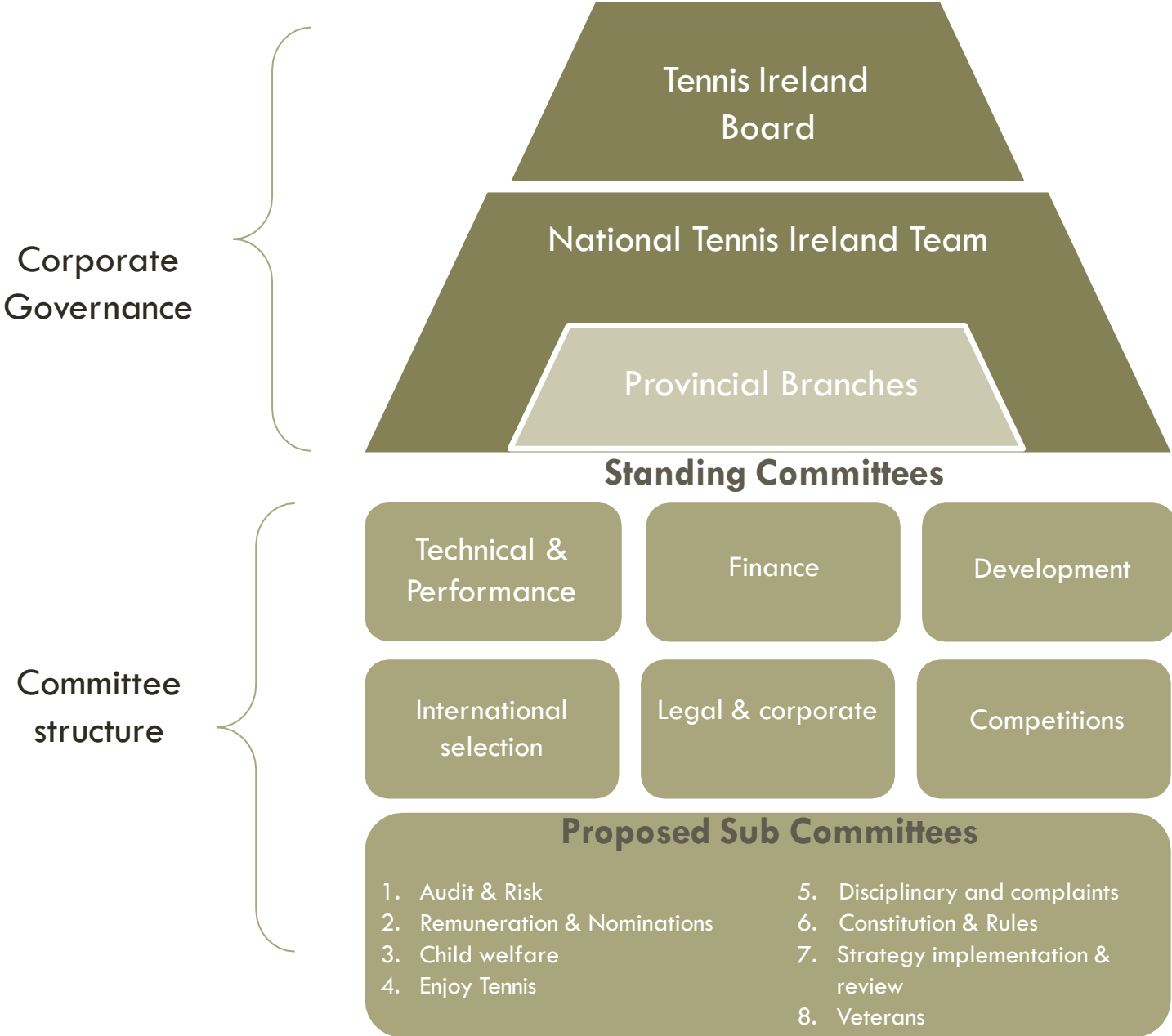
3. Increased revenue streams

Create opportunities to expand **and increase the revenue** streams for Tennis in Ireland.

GOVERNANCE FRAMEWORK

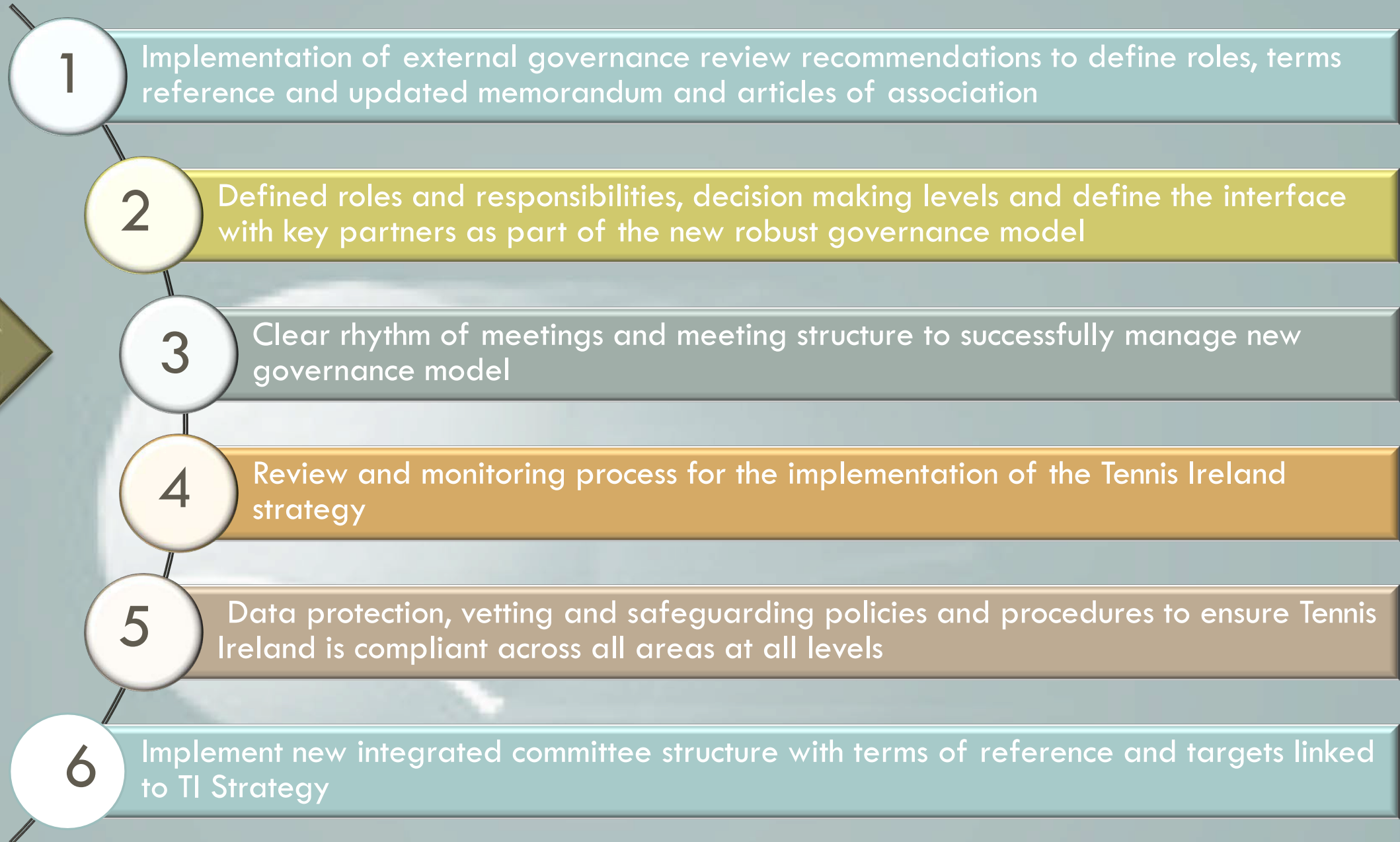


PROPOSED TI GOVERNANCE

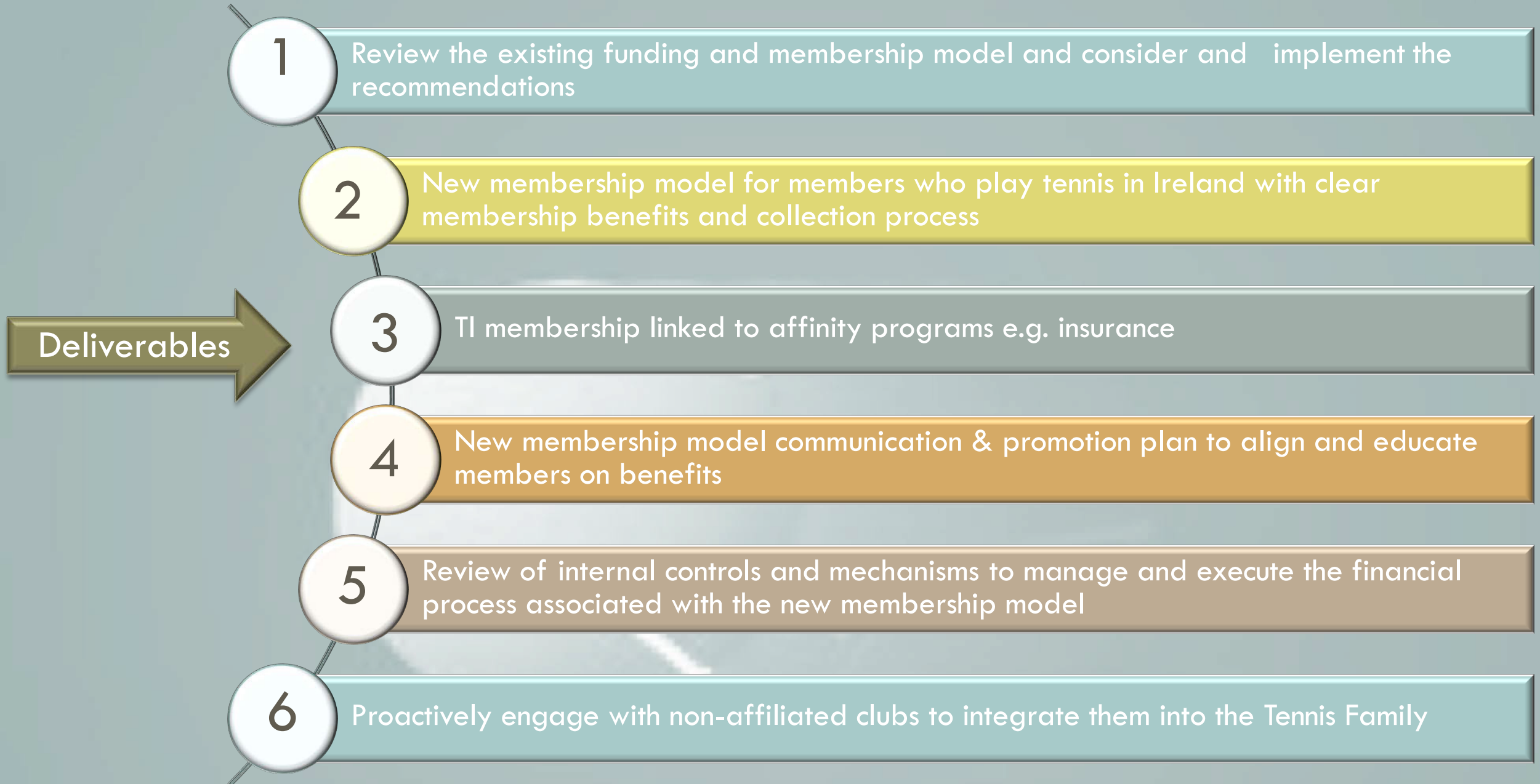


- Suggested Operating Principles of the Branches**
1. Act as the regional voice of the organisation
 2. Representing board and head office at provincial level
 3. Manage and plan the execute regional competitions
 4. Development of players – regional provincial academies
 5. Dissemination of proactive - safeguarding / Garda vetting policies and processes
 6. Deliver TI development and participation programs
 7. Collection of capitation fees
 8. Collection of local / regional tournament fees
 9. Prudently manage finances and align with company policy on funding model
 10. Promotion of the game of Tennis in Ireland
 11. Align with all TI programs and initiatives and promotion of same
 12. Act as a two way conduit for clubs to Tennis Ireland headquarters and board

1. TENNIS IRELAND GOVERNANCE MODEL



2. TENNIS IRELAND FUNDING & MEMBERSHIP MODEL



3. NEW REVENUE STREAMS

1

Explore and target philanthropic opportunities for Tennis Ireland to assist with performance and development programs

2

Additional public funding opportunities at all levels for Tennis in Ireland.

3

Advocating to secure additional revenue streams & resources across all areas for Tennis in Ireland

Deliverables

SUPPORTING THE TENNIS COMMUNITY: WHAT WILL BE DIFFERENT?





PART FIVE: SUMMARY OF STRATEGY

2021 STRATEGIC PRIORITIES



01

BUILDING THE BASE

- NATIONAL PARTICIPATION & DEVELOPMENT PROGRAMS
- CLUB & VOLUNTEER SUPPORT
- NATIONAL FACILITIES STRATEGY

02

BRANDING, IDENTITY & COMMERCIALISATION

- NATIONAL COMMUNICATIONS & MARKETING PLAN
- COMMERCIALISATION STRATEGY
- RE-BRAND OF TENNIS IRELAND



03

TRANSFORMING COMPETITIONS

- NATIONAL RATING & RANKING SYSTEM
- NATIONAL COMPETITION STRUCTURES

04

OPTIMISING COACHING

- COACH EDUCATION, ENGAGEMENT & LICENSING
- TIERED STRUCTURE FOR CLUBS & COACHES
- CAREER COACH PATHWAY



05

MAXIMISE EMERGING TALENT & ELITE PERFORMANCE

- HIGH PERFORMANCE ETHOS & CULTURE
- NATIONAL & REGIONAL PARTNERSHIP & COLLABORATION
- SPECIALISED PLAYING SURFACES

06

SUPPORTING THE TENNIS COMMUNITY

- TENNIS IRELAND GOVERNANCE MODEL
- TENNIS IRELAND FUNDING & MEMBERSHIP MODEL
- ADDITIONAL REVENUE STREAMS

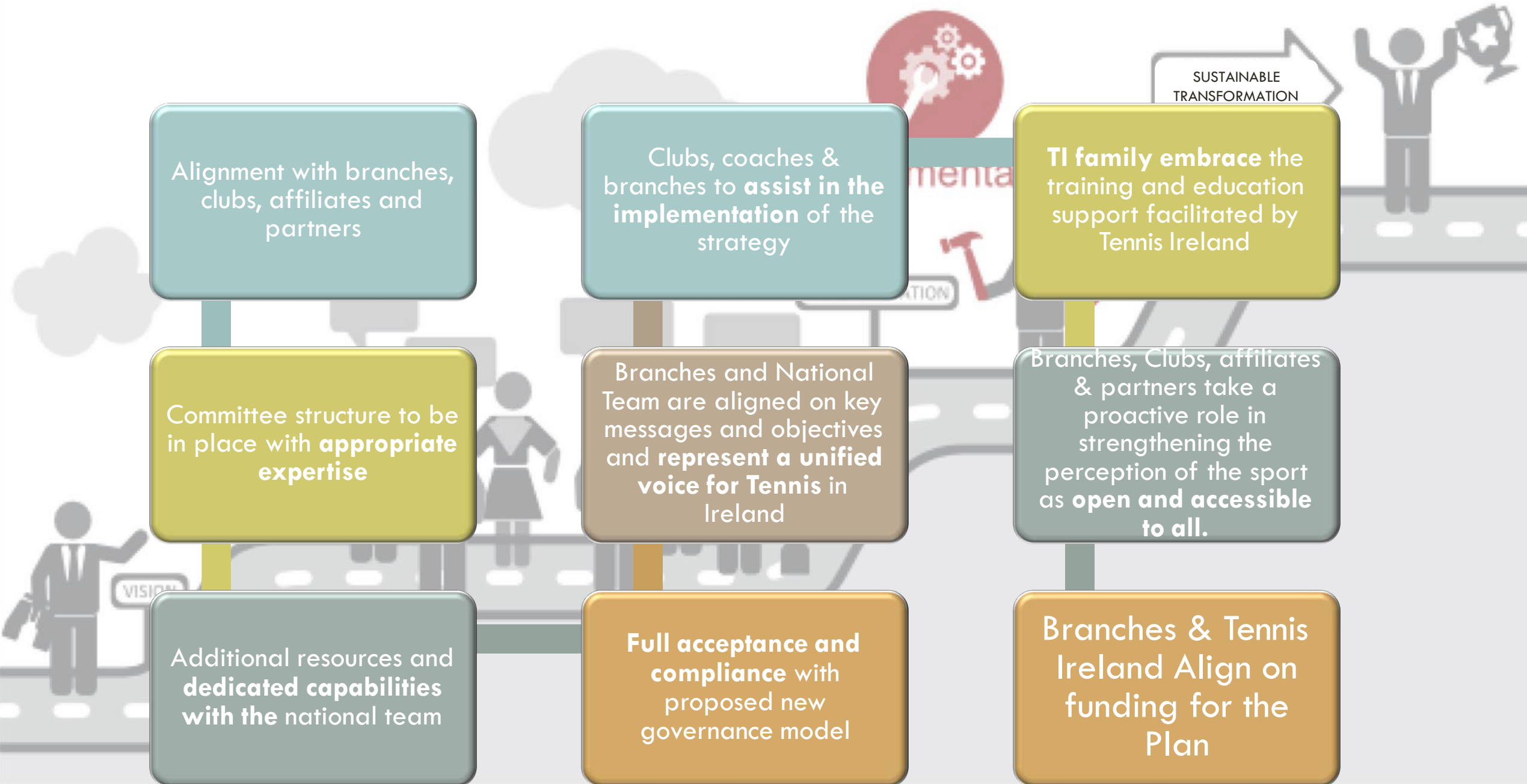




A STRATEGY FOR THE FUTURE
PLAY, COMPETE, ACHIEVE, ENJOY

PART SIX: DEPENDENCIES TO SUCCESSFULLY DELIVER THE STRATEGY

STRATEGY DEPENDENCIES: ENABLING THE SUCCESS OF THE PLAN





PART SEVEN: ROADMAP TO COMPLETION

ROADMAP TO COMPLETION

