

Tennis Ireland

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

A STRATEGIC FRAMEWORK FOR TENNIS IN IRELAND OUR COMMITMENT PLAY, COMPETE, ACHIEVE, ENJOY

2018 - 2022

CONTENTS



STRATEGIC PLANNING PROCESS



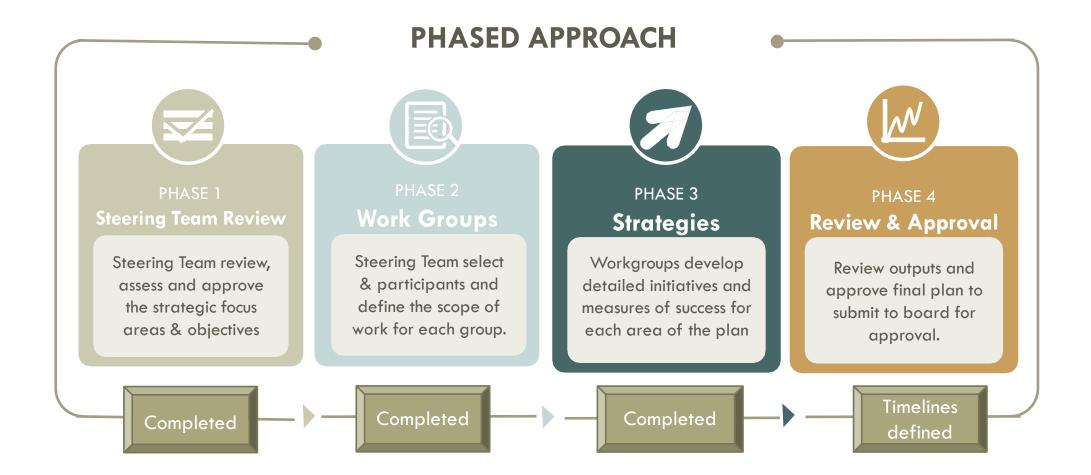


Plan for Tennis in Ireland

PROCESS TO DATE



PHASES OF COMPLETION







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

PART TWO

1. Vision & Values



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



TENNIS IRELAND VALUES

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

Inclusiveness

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

Leadership

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

Dynamic

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

Determination

To identify and foster talent to produce global successful tenni players

Integrity

To uphold the highest levels of Integrity, Governance and Transparency





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

PART THREE

Strategic Focus Areas & Success Statements

2021 STRATEGIC FOCUS AREAS

Tennis Ireland 2021 Strategic Focus Areas

5. Maximising 2. Branding 6. Supporting Identity & Emerging 1. Building 4. Optimising 3.Transforming the Tennis Talent & Elite Commercialisa Coaching Competitions our Base Community Performance tion

NEW INDOOR FACILITIES AT GALWAY LTC

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

BUILDING THE BASE

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

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TRANSFORMING COMPETITIONS

 NATIONAL RATING & RANKING SYSTEM

NATIONAL COMPETITION
 STRUCTURES

MAXIMISE EMERGING TALENT & ELITE PERFORMANCE

 HIGH PERFORMANCE ETHOS & CULTURE
 NATIONAL & REGIONAL PARTNERSHIP & COLLABORATION

SPECIALISED PLAYING
 SURFACES

BRANDING, IDENTITY & COMMERCIALISATION

- NATIONAL
- MARKETING PLAN
 COMMERCIALISATION STRATEGY

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RE-BRAND OF TENNIS
 IRELAND

OPTIMISING COACHING

COACH EDUCATION,

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

SUPPORTING THE TENNIS COMMUNITY

TENNIS IRELAND

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

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IDENTITY

LOGO

BRAND

Coaching





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

Partnership agreements in place to provide clarity and alignment of roles & responsibilities in the management and deployment of programs. E.g. Branches, Tennis Coach Ireland, Parks, DLTC, Belfast leagues etc.

Streamlined deployment of participation programs across schools, parks, branches, clubs and corporate channels

Deliverables

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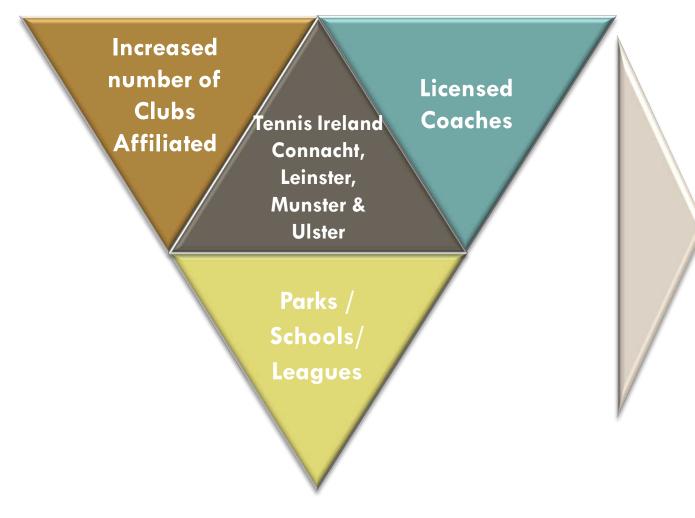
Building a unified brand to deploy national participation and development programs

National development team to provide the leadership to create participation programs and support units to deploy and execute

Assess the branding and identity of the Enjoy Tennis program & Integrate Enjoy Tennis into national development plan & programs

An online platform to enable the successful deployment of programs with all stakeholders

Building the Base: Partnership Model



- Tennis Ireland team developing, creating programs
- Tennis Ireland Team supporting and guiding units to deliver paticipation programs
- Tennis Ireland National Program co-ordinators in place
- Coaches partnering with clubs and branches to enable sucessful 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

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

Club management toolkits to support clubs to recruit and attract volunteers

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

Deliverables

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

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

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

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

3. NATIONAL FACILITIES STRATEGY

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

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

Launch club facilities toolkit and policy guidelines for club developments

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

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





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

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

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Appointment of dedicated communications and marketing capability within national team

National communications, media and marketing plan inclusive of new website and refreshed digital platforms

Deliverables

Creation and roll out of a proactive internal communication process to engage the tennis family in Ireland

Dedicated PRO/communications officer network in place within our clubs and branches

Development and delivery of marketing and communication education and training programs for clubs & branches

Development of an annual national tennis awards ceremony to recognise outstanding achievement or service by clubs, players, volunteers, coaches and administrators

2. COMMERCIAL STRATEGY

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Appointment of a commercial manager within the national team

Deliverables

Commercial evaluation of the current, future assets and properties within Tennis in Ireland to develop and implement a sponsorship strategy that supports the ability of TI & Branches to grow the game of tennis.

Local club sponsorship package, toolkit and education program for clubs

Tennis Ireland affinity scheme for clubs and members based on new sponsor acquisitions

Licensing, merchandise and equipment framework agreement to enable successful leveraging with preferred suppliers e.g. tennis equipment and utility providers

3. RE-BRAND TENNIS IRELAND

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

Deliverables

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

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

BRANDING & COMMERCIALISATION: WHAT WILL BE DIFFERENT?

Increased commercial revenues to fund TI programs & communities

> New Identity & Brand for Tennis & Enjoy Tennis in Ireland

Marketing & communication plans and support for clubs

Licensing, merchandise and equipment agreements Club PRO network & education programs

Communications & Commercial Resources





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

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



2. COMPETITION STRUCTURES

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

Refined and enhanced competition formats to increase participation in the game

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

Deliverables

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

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

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

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

TRANSFORMING COMPETITIONS: WHAT WILL BE DIFFERENT?







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

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

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.

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

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

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

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

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

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

Deliverables

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2. TIERED STRUCTURE FOR CLUBS AND COACHES TO WORK TOGETHER

Tiered club model developed and agreed with TCl and Tennis Ireland, inclusive of categorisation of clubs. Model piloted in sample locations.

Standard templates to be developed for annual coaching plans for coaches and clubs to agree on goals and objectives. job descriptions and employment contracts.

Deliverables

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Develop a performance management framework to facilitate clear performance objectives and feedback processes for Coaches and Clubs

Best practice model to enable coaches to proactively support club and regional participation programs and competitions

Link the coaching model to the TI Clubmark framework

Coach Committee engagement model defined

3. CLEAR COACH PATHWAY

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

Deliverables

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

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

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

OPTIMISING COACHING: WHAT WILL BE DIFFERENT?

Agreed Club & Coach partnership models & Standard templates Coaching development plans in place supported by a performance management process

Refreshed best practice coach education & licensing program: 100% of coaches licensed

Defined coaching pathway for Tennis Ireland programs & players of all levels Coaches integrated with competition structures and participation programs

Online options identified for coaches to manage, promote and deliver their coaching programmes Coach pathways & progression opportunities

Coach development Expertise & Structure within TI



FOCUS AREA 5: MAXIMISING EMERGING TALENT & ELITE PERFORMANCE

Our Commitment: Initiatives & Deliverables



KEY INITIATIVES

1.High Performance Ethos & Culture

Expanding the highperformance 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

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

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

Deliverables

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

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

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

Consider options for developing a performance program for players with disabilities

2. PARTNERSHIPS & COLLABORATION

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

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

Deliverables

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

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

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

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

3. PERFORMANCE FACILITIES & SURFACES

3

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

Deliverables

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

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

Align the Regional centre model within the Clubmark framework

EMERGING TALENT & ELITE PERFORMANCE: WHAT WILL BE DIFFERENT?



engagement with Scholarship Route



Tennis Ireland

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

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

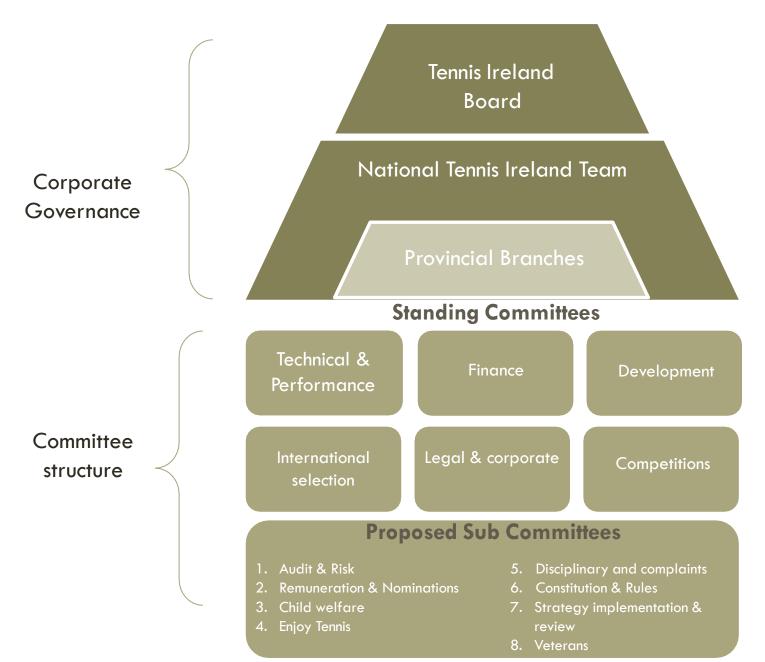
Create opportunities to expand **and increase the revenue** streams for Tennis in Ireland.

GOVERNANCE FRAMEWORK



DEFINING THE ROLES & RESPONSIBILITES, DECISION MAKING LEVELS & CONNECTION TO PARTNERS

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
- 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

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Implementation of external governance review recommendations to define roles, terms reference and updated memorandum and articles of association

Defined roles and responsibilities, decision making levels and define the interface with key partners as part of the new robust governance model

Deliverables

Clear rhythm of meetings and meeting structure to successfully manage new governance model

Review and monitoring process for the implementation of the Tennis Ireland strategy

Data protection, vetting and safeguarding policies and procedures to ensure Tennis Ireland is compliant across all areas at all levels

Implement new integrated committee structure with terms of reference and targets linked to TI Strategy

2. TENNIS IRELAND FUNDING & MEMBERSHIP MODEL

Review the existing funding and membership model and consider and implement the recommendations

New membership model for members who play tennis in Ireland with clear membership benefits and collection process

Deliverables

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TI membership linked to affinity programs e.g. insurance

New membership model communication & promotion plan to align and educate members on benefits

Review of internal controls and mechanisms to manage and execute the financial process associated with the new membership model

Proactively engage with non-affiliated clubs to integrate them into the Tennis Family

3. NEW REVENUE STREAMS



SUPPORTING THE TENNIS COMMUNITY: WHAT WILL BE DIFFERENT?

New finance & membership process for tennis players and clubs in Ireland New Governance: Clear Roles & Responsibilities for national, branch and club structures

Affinity scheme for TI members

National committee structure linked to strategy delivery Advocacy Program securing additional public & philanthropic funding

Refreshed Tennis Ireland constitution





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

PART FIVE: SUMMARY OF STRATEGY

2021 STRATEGIC PRIORITIES

BUILDING THE BASE

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

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TRANSFORMING COMPETITIONS

 NATIONAL RATING & RANKING SYSTEM

NATIONAL COMPETITION
 STRUCTURES

MAXIMISE EMERGING TALENT & ELITE PERFORMANCE

 HIGH PERFORMANCE ETHOS & CULTURE
 NATIONAL & REGIONAL PARTNERSHIP & COLLABORATION

SPECIALISED PLAYING
 SURFACES

BRANDING, IDENTITY & COMMERCIALISATION

- NATIONAL
- MARKETING PLAN
 COMMERCIALISATION STRATEGY

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RE-BRAND OF TENNIS
 IRELAND

OPTIMISING COACHING

COACH EDUCATION,

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

SUPPORTING THE TENNIS COMMUNITY

TENNIS IRELAND

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

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IDENTITY

LOGO

BRAND

Coaching

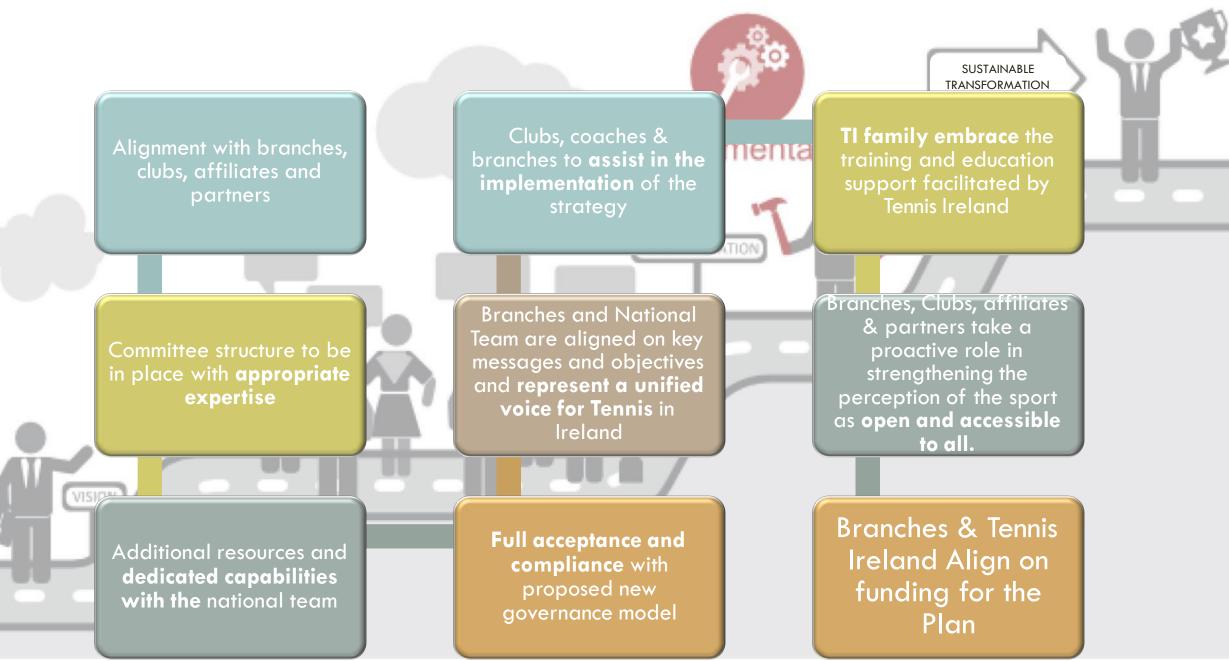




A STRATEGY FOR THE FUTURE PLAY, COMPETE, ACHIEVE, ENJOY

PART SIX: DEPENDENCIES TO SUCCESSFULLY DELIVER THE STRATEGY

STRATEGY DEPENDENCIES: ENABLING THE SUCCESS OF THE PLAN





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

PART SEVEN: ROADMAP TO COMPLETION

ROADMAP TO COMPLETION

