

## **Strategic Plan 2007-2009**

Tennis Ireland's first Strategic Plan for Tennis covered the period 1999-2001 and served our sport very well in defining a series of major objectives for that period. In almost every area the stated objectives were substantially achieved and the Plan remained current and relevant through 2002.

A general review of our activities– in particular our Development Programmes – was then undertaken and the outcome of that review was presented as a revised set of Strategic priorities for the period 2004 –2006.

The consultant led review of Tennis Irelands Corporate structures which was undertaken during 2006/2007 provided a further opportunity to consider the range and scope of our operations and in turn this had allowed us to produce a Strategic Plan for the period 2007-2009.

## **Tennis Ireland**

Tennis Ireland is a Company limited by guarantee and without share capital. It functions as the National Governing Body for the sport for the whole of Ireland.

The Strategic Plan 2004-2006 required that the organisation to undertake a review of the structures of the wider tennis community, together with issues relating to governance and administrative procedures. This wide ranging review brought forward a series of proposals which resulted in an EGM on 24<sup>th</sup> August 2007 approving the most radical Corporate restructuring of the governing body in its entire 100 year history.

The specific purpose in introducing this new structure was to ensure that Tennis Ireland would adopt the most modern principles of Corporate Governance together with provisions to ensure that accountability and responsibility underpinned the collective decisions of the Directors of Tennis Ireland and the operations of the newly formed and enlarged Board.

The critical changes in our Corporate structure can be summarised as follows:-

- The replacement of the Management Committee with a Board of 11 Directors, to include a Chairman, the President & the Chief Executive Officer
- The appointment of 4 Portfolio Directors with specific functional responsibilities
- The appointment of 4 Representative Directors
- The replacement of the General Council of Tennis Ireland with a Consultative Council

The new structure is outlined on the following pages

## Committees and Responsibilities

Non Portfolio Directors

Representational Responsibilities

**Nominations Committee**

**Audit Committee**

**Remuneration Committee**

Chairperson

Governance

Organisation

Development incl. Structures

Expert Panels

Anti Doping

Discipline

Child Protection

Constitution

**Consultative Council**

**Formerly the General Council**

**RED= reallocated or new activities**

## **Portfolio Directors**

## **Core Committees & Responsibilities**

Portfolio Director

Finance Committee  
**Facilities**

Performance Director

Performance Tennis  
Coach Ed/Licensing  
Junior/Senior Selection  
**International/Pro Tennis**

Development Director

Senior Development including Veterans  
Junior Development  
**Local/Amateur Competition  
Registration**

Commercial Director

**Marketing the Sport  
Sponsorship  
Membership Services**

Chief Executive

**Policy development & implementation**

## **Tennis Ireland – Areas of Responsibility**

Tennis Ireland has five broad areas of responsibility as follows:

1. Administering and regulating the game at all levels.
2. Organising competition at various levels, from Wheelchair Tennis through to the Davis Cup, the latter being the biggest annual international team event in sport.
3. Developing the sport through the provision of technical, coaching and financial support for a variety of National and Provincial Programmes which impact at both the elite and recreational levels of the game. Tennis Ireland also has responsibility for coaches' education.
4. The management and development of the National Tennis Academy at DCU together with the various National and Provincial development programmes which support this initiative.
5. Promoting the game in the widest possible sense and specifically to the various key constituencies such as Government and media.

Tennis is a truly global sport which can be played by people of all ages and levels of ability. The International Tennis Federation – the world governing body – lists 150 member countries. The Davis Cup, now in existence for 105 years is the major international competition in Men's Tennis and 127 countries will compete during 2008.

The rules of the sport are identical for both male and female competitors and the social and recreational dimensions of playing tennis has long been recognised. Tennis is also an Olympic sport and an Irish man – John Pius Boland won the first gold medal for tennis in the modern games (in Athens 1896).

Tennis is one of the leading participation sports in Ireland. Recent research by the Economic and Social Research Institute (ESRI) indicated that 3% of the adults who play sport in Ireland play tennis. It is estimated that approximately 80,000 people make up the combined membership of the 200 tennis clubs in Ireland. A very high number of these clubs – 180 – are affiliated to Tennis Ireland.

A considerable number of affiliated and associated bodies make up the rest of the tennis community in Ireland. These organisations range from officiating (The Irish Tennis Umpires Association - ITUA) through to the organisation of the Dublin Leagues (Dublin Lawn Tennis Council). Approximately 7,000 people participate in summer league tennis in the greater Dublin area – league tennis is also very popular in the Munster area (organised by the Munster Branch of Tennis Ireland), while the organisation of league tennis in Belfast is the responsibility of the Belfast and District League organisation. A particularly strong bond exists between Parks Tennis Ireland and the National Governing Body. Parks Tennis Ireland is responsible for the organisation of programmes in municipal and local authority parks venues and each year approximately 25,000 children participate in their summer programmes.

## **Resources**

Tennis Ireland currently spends in the region of €2.2million (2007) across its National and Provincial structures in the promotion and development of the sport in Ireland. Some 31% of income required to support these development programmes is provided in grant aid by the Irish Sports Council. The remaining 69% of the income of the Association is comprised mainly of capitation and affiliation fees from within the Irish tennis community together with commercial sponsorship.

Until recently the Association had not been in a position to provide financial resources towards the development of its own training facilities. However construction of the first Phase of a National Training Centre was completed in April 2005 and June 2008 will see the completion of the final phase of this development. When completed this facility will compare very well with National Federation training facilities right across Europe. It is comprised of ten courts, offering a range of 3 playing surfaces together with various ancillary facilities. The capital cost at completion will be €2.35million, of which €1.55million has been contributed by the sports capital programme operated by the Department of Arts, Sport & Tourism. This facility is the home of the National Tennis Academy which provides training and development programmes for the most talented young players in Ireland, dedicated to assisting them reach the levels whereby they can compete effectively in International competition. The ultimate objective of these programmes is to enable Irish players to reach the top 100 in both the ATP and WTA World rankings.

Our partners in this venture contribute in an invaluable to its success. Dublin City Council generously provided the site for the training facility (formerly the Albert College Park facility) while Dublin City University provides the vital sports science inputs and other supporting programmes.

## **Vision**

To create organisational and tennis infrastructures which allow for growth at club level, continued increases in participation, and the development of performance players.

## **Mission statement**

More players, better players, better structures

## **Aims & objectives 2007-2009**

Aim 1: To institute and implement a new club development programme

### **Objectives:**

- To implement "Play and Stay"
- To improve competitive opportunities for junior and senior players
- To facilitate and advocate clubs' appointment of Directors of Tennis
- To facilitate development of indoor facilities, with particular emphasis on seasonal air hall technology

Heading	Action	Responsible	Timeframe	Cost	Outcome
<b>1. Play &amp; Stay</b>	1. Play & Stay formal launch for Ireland	CEO & staff	July '07	€5,000	Completed
	2. Include two major presentations on Play & Stay at the National Tennis Forum	Director of Development	Nov '07	Nil	Successful presentations
	3. Initiate a programmed series of meetings with Provincial Branches and club committees to present the Club Development model with particular emphasis on Play & Stay	Director of Development together with provincial development staff	Calendar year '08	€5,000	Meeting/presentations completed
	4. Evaluate a proposal to centrally purchase balls and other equipment for resale to participating clubs	Director of Development	Dec '07	Cost neutral initiative	Evaluation completed December '07
	5. Prepare a programme of other promotional opportunities for Play & Stay e.g. Coaches mini conferences etc.	Director of Development	Jan '08	Nil	Programme completed Jan '08
	6. Prepare a proposal relating to promotional literature, branding opportunities, web based	Director of Development	Jan '08	€7,500	Promotional material in place Jan '08

	initiatives				
<b>2. Director of Tennis</b>	1. Develop a three-day training course for Directors of Tennis	Director of Development	Feb '08	Cost neutral	Course development completed Feb '08
	2. Promote the course to all affiliated clubs and provincial branches	Director of Development	Spring '08	Nil	Promotion completed Apr'08
	3. Deliver the first course June '08	Director of Development	June '08	Nil	Course completed June '08
	4. Provide follow-up service as appropriate with newly appointed Directors of Tennis	Director of Development	Sept '08	Nil	Follow-up completed Sept'08
<b>3. Development of Indoor facilities</b>	1. Deliver presentations in keeping with this major theme of the National Tennis Forum	CEO and various forum speakers	Nov '07	Nil	Presentations delivered
	2. Develop sufficient expertise to the point that Tennis Ireland is perceived as the significant technical resource in this area	Director of Development	Oct'07/ Jan '08	Nil	Exercise completed Jan '08
	3. Promote the availability of this expertise with the Provincial branches and affiliated clubs	Director of Development	Mar'08	Nil	Promotion completed Mar'08
	4. Pursue the allocation of specific funding for indoor facilities through the Sports Capital fund	CEO	Nov'07	Nil	Decision by Dept. Arts, Sport & Tourism

Aim 2: To refine the performance tennis programme

**Objectives:**

- To increase the numbers in performance programmes, both nationally and regionally
- To improve and increase the number of facilities
- To improve competitive opportunities for performance players
- To improve talent identification programmes
- To implement the Level 3 coach education programme
- To maintain and enhance standards of sports science input

<b>Action</b>	<b>Responsible</b>	<b>Timeframe</b>	<b>Cost</b>	<b>Outcome</b>
1. Improve talent identification programmes in the regions by employing a part-time talent id officer	Talent id Officer led by the Technical Director	January 2008	€20,000	More structured talent id programmes in regions
2. Further improve the quality of the full-time regional training programmes by employing part-time development officers in each region	Regional development officers working with Tennis Ireland policies	January 2008	€60,000	More professional full-time and part-time regional programmes
3. Provide more international competition for performance players training in the National Tennis Centre	Technical Director	January 2008	€80,000	More experience for junior players of international tennis and improved rankings
4. Increase numbers in performance programmes to a maximum of 20 full-time & 8 part-time.	Technical Director	Sept 2008	Nil	A greater pool of players to increase the motivation and possibilities of Tennis Ireland producing a top ATP/WTA players
5. Develop research programmes with links to DCU to provide new initiatives to further develop	Technical Director	Has commenced Sept 2007	Nil	More advanced training programmes

our coaching programmes				
6. Develop relationships with local schools to gain more flexibility within the academic calendar for our performance players	Technical Director	Sept 2008	Nil	More training time and better possibilities to travel for our performance players
7. Further develop the regional training programmes in mini and midi tennis. Tennis Ireland policies to be implemented in each region	Technical Director & the Regional Development Officers	Sept 2008	Nil	Players in all regions following the same pathway
8. Level 1 Improve the practical side of the level one course. This should be implemented in line with Play and Stay initiative	Director of Development & Tennis Ireland tutors	Jan 2008	Nil	More practical applications of information on course for coaches going to work in clubs
9. Level 2 Review the last level 2 course and improve the scientific information on the physical, technical, tactical and mental aspects of the course.	Director of Development, Technical Director, Physical Trainer, Mental Trainer, Sports Science support staff & Tennis Ireland tutors	Ongoing	Nil	Scientifically up to date course
10. Level 3 Develop level 3 syllabus and have a level 3 course in place for September 2009	Director of Development, Technical Director, Physical Trainer, Mental Trainer, Sports Science	Sept 2009	€90,000	More quality coaches to work at performance level

	support staff & Tennis Ireland tutors			
11. Develop a specific physical coaching course for physical trainers	Technical Director, DCU staff & physical trainer	Sept 2009	€30,000	Physical trainers that are specialists in tennis

Aim 3: To implement changes to the organisational structure

**Objectives:**

- To ensure the effective working of the new corporate structure
- To devise and implement a new committee structure

Action	Responsible	Timeframe	Cost	Outcome
1. Board to approve a series of operational plans derived from Strategic framework	Board	Nov '07	Nil	Plans approved and implemented
2. Board to describe a process which will maximise co-operation and liaison between the Representative & Portfolio Directors	Board	Nov '07	Nil	Process description agreed
3. Board to describe a process of liaison with Tennis Ireland staff	Board & CEO	Nov '07	Nil	Process description agreed
4. Committees and panels to be in place by Nov 2007	Board & CEO	Nov '07	Nil	New committees and panels approved and working by Nov '07
5. Board to ensure working within Terms of Reference	Board & Chairman	Ongoing	Nil	Annual evaluation completed
6. Board to determine its own reporting process against the Strategic plan	Board	Nov '07	Nil	Process described November 2007
7. Board to review	Board	Nov '08	€5,000	Annual evaluation completed

its own efficiency				Nov 2008
8. President to initiate first Consultative Council Meeting	President	Nov '07	€1,000	November meeting held for Consultative Council
9. Board members to familiarise themselves with the role of staff members as appropriate to their portfolio	Portfolio Directors	Nov '07	Nil	Series of meetings with staff completed