



DORSET TENNIS & PADEL

3 YEAR PLAN

2026 – 2029





Executive Summary

Dorset Tennis & Padel (DT&P) is a largely volunteer-run organisation. We exist to promote the games of tennis and padel, at all levels, throughout Dorset (the area covered by Bournemouth, Christchurch and Poole and Dorset Councils).

DT&P became a Charitable Incorporated Organisation in January 2025 and is now going through the approval process of the national LTA to recognise it as the successor to Dorset LTA and establish itself as an independent organisation.

Dorset Tennis & Padel is managed by a volunteer-led Board, elected annually by its members. This Board and its sub-committees, oversees the administration and growth of tennis and padel across the county and manages all paid roles essential to supporting the charity's mission.

Aligned with the LTA's vision to 'Open Up' tennis; to grow tennis by ensuring it is relevant, accessible, welcoming and enjoyable, the charity works closely with the LTA to promote and deliver agreed strategies and carry out specific responsibilities at county level.

Dorset Tennis & Padel values diversity and inclusion and encourages people from all backgrounds and experiences to apply to join Dorset Tennis & Padel, to help broaden our perspectives in everything we do. We encourage our members to be advocates for equality in the role they hold and to embed equality, diversity and inclusion into all work and functions.





In the next three years, the focus of Dorset Tennis & Padel will be in five key areas:

1. Participation and Volunteers

We will continue to work with volunteers, clubs, coaches, officials and schools to increase participation in the game at all levels by supporting LTA registered venues to promote and encourage in promoting and encouraging the game.

We will again offer grants to support the training of new and LTA registered coaches and officials, encourage outreach work with primary schools and for clubs to hold Open Days.

We will nurture a network for volunteers, hold events for volunteers that are both fun and informative. We shall promote and run the LTA's Tennis Awards in Dorset providing a way of recognising excellence in all areas of tennis *and padel*.

We will also maintain a coaches' network to support local networking and training events and continue to keep closely in touch with coaches' opinions and views.

We will start the process of encouraging member venues to take a more active role in the two way process of communication.



2. Competitions

Players at all levels and all ages can enjoy their tennis through taking part in competitions, either at their own club or venue, or by taking part in tournaments or leagues organised throughout the county.

We are fortunate to have two well-supported locally organised inter-club leagues - the Dorset Doubles League and the Yeovil and District League. These leagues cross county boundaries with clubs from Hampshire playing in the Dorset Doubles League and clubs in the western part of Dorset playing in the Yeovil and District League.

We also support the locally organised “Grand Slam” Tournaments for younger players, the Advantage Cup, a new opportunity for players new to competition to compete for ages 8U to 11U, and the national format competitions such as the National Club League, National Youth League and Play Your Way to Wimbledon.

There are also several local, regional and national LTA accredited tournaments held in Dorset throughout the year including three Grade 3 tournaments in the summer as well as the County Closed Championships for tennis and padel.

All these events rely on many volunteers, officials and clubs to organise and host these events, and to attract players and teams to enter and compete.

Our role is to provide support – either directly practical and organisational or by encouraging and helping to train locally based referees and court supervisors, and sometimes by providing financial support where this is needed.





3. Performance

We support performance players in the county to achieve their potential, including representing their county and gaining opportunities for advancement through player regional and national development pathways and competing at the highest levels in the sport.

We aim to encourage players from all parts of the county, with the potential and motivation to compete at the highest level, to take part in county training squads and to put themselves forward for selection into one of the teams to represent the county. We organise county training squads and inter-county friendly matches and retain coaches particularly to help develop and support our junior players.

We train and field gender based junior teams in age groups 8U, 9U, 10U, 11U, 12U, 14U and 18U. We field the Open teams, the 35+ and the seniors' teams up to 80+ age group. Fielding this many teams requires substantial logistic support in terms of transport and accommodation and financial support. We are also very conscious of the need to safeguard our players as they take part in matches and squads, and we make this a top priority in everything we do.





4. Padel

Padel is one of the fastest growing racket sports in the UK, and interest across Dorset continues to rise. While current facilities in the county remain limited, we anticipate significant growth in the next three years as more venues and courts are built – with both indoor and outdoor courts. Our ambition is to ensure that Dorset Tennis & Padel is well positioned to support this expansion.

We view padel as a full partner to tennis and are committed to developing opportunities across participation, competitions, performance and workforce. In 2025 we successfully delivered County Closed Championships for 14U, 18U, Open and 50+ over two weekends and we will continue to grow this competitive offering. Dorset has also successfully fielded O60, O50, O40 and Open teams at UK Padel County events in Bristol, demonstrating both the depth and the enthusiasm of our player base.

As inter-county padel develops nationally, we will continue to establish and strengthen county representative squads. We have already begun building a sustainable infrastructure by appointing County and Senior Captains and putting in place squads that can support long-term competitive progression with an emphasis on KIDZ FIRST participation.

Looking ahead, we aim to increase grassroots engagement by ensuring broad and inclusive entry points into the sport. We will continue to encourage local clubs and venues to deliver beginner sessions, social play and starter competitions, creating a clear pathway from first-time players through to county level events. Our strategic aim is to provide accessible entry points for all communities across Dorset. We will target those who have fewer opportunities to play by developing relationships with marginalised groups and engaged venues.





5. Supporting the work of Dorset Tennis & Padel through developing partnerships, business operations and safeguarding vulnerable persons and partnership development and promoting inclusion

The activities of Dorset Tennis & Padel, as summarised in the preceding pages, require quite an extensive array of supporting activities to function.

Safeguarding and inclusion run through all our activities. We have the back-up of the LTA's thoroughly professional national safeguarding team. However, it is essential that we follow best safeguarding practice when it comes to taking charge of activities that involve hundreds of young players. We are also committed to making all our activities inclusive, and that we also aim for the highest standards of equality and diversity to reflect the people of Dorset that we serve.

Our work is supported by the LTA nationally, but their grant covers only a portion of the costs involved in our programmes. We have been fortunate over the years in having been supported financially by friends of Dorset Tennis, but we are very conscious of the need to build new partnerships to support our activities.

We have moved to remote working due to office space no longer being available at West Hants. Our sole part-time Operations Director supports everything we do. It is essential to our success that this continues to work as effectively and efficiently as it can.



The challenge for 2026-2028 is to create sufficient finance to continue and develop the base of activities that Dorset Tennis & Padel is able to support. This challenge is substantial, despite the generous grant offered by the LTA nationally.

The LTA grant of £69,752 in 2025 supported just over half of the expenditure on activities during the year. The remainder of the expenditure was mostly supported through partnerships with generous individuals, but despite this, Dorset Tennis & Padel expects to make a small deficit for 2025.

We will continue to support the structure to support the development of padel, which will present us with new areas of cost. In addition, we have seen our day-to-day costs rise, reflecting the general cost of living pressures experienced by every sector in the UK. This is particularly seen in the accommodation and travel costs of sending teams away to play inter-county competitions (County Cup).

The LTA has tightened the rules governing partnerships with individuals where the sale of Wimbledon tickets is involved, and from 2026 these partnerships will no longer be allowed. These changes in national policy have added uncertainty to our financial projections, and added further urgency to the need to create new partnerships that will generate funds to support our activities

The budget presented in this plan is hedged with uncertainty. The draft budgets include some reductions in costs. However, it is possible that in the early months of 2026 we shall have to pull back on costs in order to live within our means unless additional partnership funding can be generated.





UPDATE

There has been significant progress in the way Dorset Tennis & Padel goes about its mission of getting more people to participate in the sports of tennis and padel more often. The brand identity has been promoted through kit and water bottles that have given greater awareness and visibility at Tennis and Padel Closed events as well as all County matches for most age groups. We have also successfully recruited four valuable new Trustees to the team as well as numerous more volunteers who want to help on various sub-committees to help drive our mission.

There is a threat to income moving forward as the way that Partners can be rewarded through ticket purchases for the Championships and other LTA events is in transition. This creates an inordinate amount of communication work and a sense of a continual 'moving of the goalposts' for County Partners. As a County, we have an extremely able Partnerships Committee who are meeting the challenge with optimism and tenacity.

Our plans for 2026, 2027 and 2028 involve us becoming more able as an Executive Board to have tighter fiscal control over areas of expenditure and we are keen to support the inclusion initiatives that Dorset has been pioneering over recent years. Our ambition to see more people playing more often, requires us to engage our member venues in a more proactive and engaged way so that we can leverage their reach and efforts more powerfully.





LTA REGISTERED CLUBS & PARKS IN DORSET*

Alderholt Tennis Club	Dorchester Tennis & Squash Club	Shillingstone Tennis Club
Beaminster Tennis Club	East Christchurch Tennis Club	Sixpenney Handley Tennis Club
Blandford Tennis Academy	East Dorset Lawn Tennis & Croquet Club	Southbourne Tennis Club
Bournemouth Gardens Community Tennis Club	Ferndown Tennis Club	St Leonards & St Ives Tennis Club
Branksome Park Tennis	Glanvilles Wootton Tennis Lawn Tennis Club	Stourpaine Tennis Club
Bridport Tennis Club	Marnhull Tennis Club	Swanage Tennis Club
Cattistock Tennis Club	Melcombe Regis Lawn Tennis Club	Swanmore Gardens Tennis Courts
CG Tennis Academy	Mudford Wood Tennis Club	Victoria Avenue Lawn Tennis Club
Christchurch Tennis Club	Poole Park	The West Hants Club
Corfe Mullen Lawn Tennis Club	Redhill Park	Weymouth Lawn Tennis Club
David Lloyd Club, Poole	St Sebastian Tennis Academy	Wimborne Minster Tennis Club
Donhead Tennis Club	Shelley Park	Winton Recreation Tennis Courts
Dorchester Borough Gardens	Sherborne Tennis Club	Winton Tennis Club

As at 30.09.25





LTA FUNDING AGREEMENT ANALYSIS

	2026 Budget Net Expenditure	2026 LTA Grant £	Shortfall to be funded by Dorset Sponsorship £
Performance	25,638	10,860	14,777
Competition	67,293	43,441	23,852
Participation	20,512	16,652	3,859
Volunteering	3,525	1,448	2,077
Padel	6,767	-	6,767
Open Court	4,000	4,000	-
TOTALS	127,734	76,402	51,332

DORSET TENNIS & PADEL FINANCIALS

Summary	2026 Budget Net Expenditure £	2025 Forecast Net Expenditure £
Performance	66,623	71,042
Competition	5,113	7,113
Participation	14,914	14,914
Volunteering	1,758	1,758
Business Operations	35,325	36,659
Padel	5000	2,685
Grants	(76,402)	(73,751)
Sponsorship	(54,560)	(55,890)
Sub totals	(130,962)	(129,641)
Deficit (surplus)	(2,229)	4,530





Create partnerships to support Tennis and Padel in Dorset

Performance
Tennis
and
Padel

Coaches,
Coaching
and Officials

Increase participation by making tennis and padel relevant, inclusive, accessible, welcoming and enjoyable

Competitions

Children
and
Schools

Clubs, Venues,
Volunteers and
Organisers

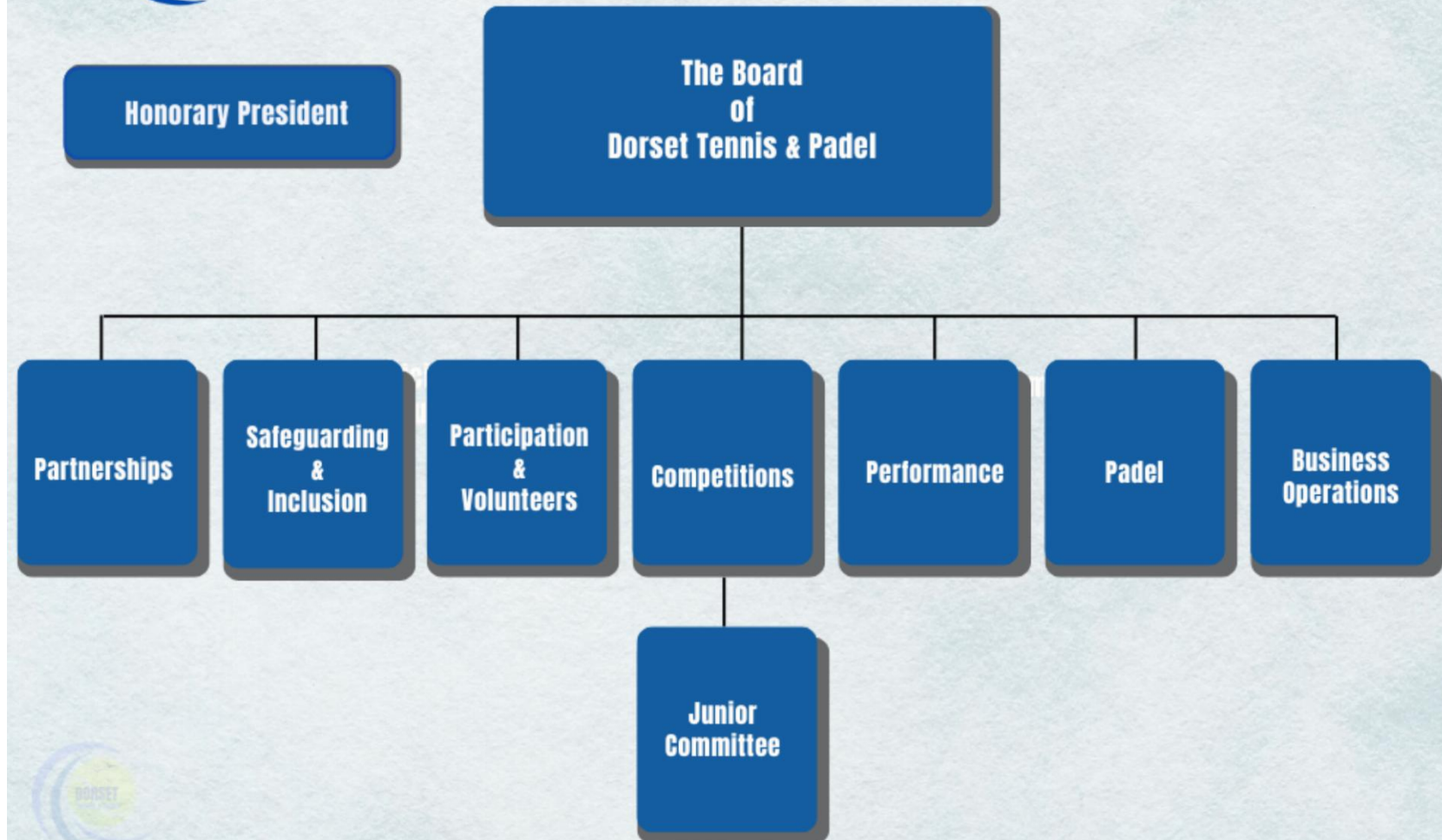
Support Dorset Tennis & Padel through good standards of governance and efficient Business Operations

Maintain the highest standards of safeguarding throughout every aspect of what Dorset Tennis & Padel does





DORSET TENNIS & PADEL MEMBERSHIP





APPENDIX 1





The Board

The Board is legally responsible for Dorset Tennis & Padel, as a Charitable Incorporated Organisation. The Board is accountable to its membership for delivery of the County's overall aims and objectives, in line with the Dorset Tennis & Padel Constitution, and is elected by the membership at the AGM. The Honorary President is also elected by the membership and has an important yet purely ceremonial role.

The Board consists of three Officers: Chair, Honorary Treasurer and Honorary Secretary, plus up to an additional 7 Directors/Trustees, one of whom shall also be the LTA Councillor for Dorset. Paid staff shall also attend the Board as appropriate.

Membership of committees is drawn from the Board together with co-opted volunteers and paid county staff. The aim of the committee structure is to involve a greater spread of people in delivering county-led activities, whilst making decision-making clear, quick and simple.

The Chairs of the committees are appointed by the Board. The Chair of each committee reports to the Board on the work of their committee. Each committee has its own terms of reference and scope of responsibilities set by the Board, with delegated powers to manage the delivery of county-led activities within the agreed plans and budgets. These are set out in the following pages.

The Board will generally meet four times a year. Committees will meet at least four times a year but will have freedom to meet more often if required.



THE BOARD

Honorary President | John Feaver

Directors and Officers | Elected at AGM

Chair | Brian Cooley

Hon Treasurer | Atit Parab

Hon Secretary | James Thurgur

LTA Councillor for Dorset | David Walrond

Board Directors | Nick Chapman, David Lloyd, Annie Mitchener, Sue White, Vik Sanderson

Co-opted officials in attendance | Annie Smith, Rob Booth and Phil Loose as required

Term of individual directors limited to 9 years, unless exceptional circumstances apply (Chair may serve 12 years, if elected chair in the last three years of their directorship)

Responsibilities

- Overall control of Dorset Tennis & Padel CIO
- Legal responsibility to run the CIO in accordance with the regulations set out by the Charity Commission and other relevant statutes
- Accountability to the membership via AGM
- Maintaining compliance with standards of governance, including safeguarding, equality, diversity and inclusion, as set by the LTA nationally, and the Charity Commission
- Setting strategic and operational plans, priorities and budgets for the CIO, and carefully monitoring the achievement of these
- Maintain important external partnerships, including with the LTA Regionally and Nationally
- Approval of single items of expenditure above delegated limits for committees (exceptionally, two of Chair/Treasurer/Hon Sec can approve expenditure if urgent, with report to next Board meeting)
- Recruitment of paid staff
- Handling formal complaints in accordance with the Board's approved policy
- Appointment of Committee members
- Receiving regular reports from Committees
- Approving written minutes and maintaining appropriate records
- Meeting at least four times a year (plus AGM)





PARTNERSHIPS COMMITTEE

Membership

Chair | Board Chair Brian Cooley
Operations Director | Annie Smith
Volunteer | Sasha Wood

Responsibilities

- Create partnerships that will support and develop the activities of Dorset Tennis & Padel
- Utilise the facility offered by the LTA to underpin partnerships with access to purchase Wimbledon tickets and for LTA Major Events within the framework of the standard LTA Partnership agreement
- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Approval limit for single items of expenditure of £4,000 (above this limit Executive Board approval is required)
- Keep written minutes and provide brief report to the next Executive Board following each meeting
- Meet at least four times a year





SAFEGUARDING, EQUALITY, DIVERSITY & INCLUSION COMMITTEE

Membership

Chair | TBA
County Safeguarding Officer | Sue White
Co-opted Volunteer, EDI Lead | Sue Jeyapaul
Operations Director | Annie Smith

Responsibilities

- To ensure that the County's activities comply with standards of good safeguarding
- Draw up and oversee the implementation of the County's EDI action plan
- Setting and monitoring adherence to controls and processes for travelling County Cup teams, county training sessions
- Monitoring adherence to DBS requirements for coaches, volunteers and officials
- Risk assessment of venues used for county training
- Promoting safeguarding throughout the county and supporting Club Safeguarding Officers as needed
- Reviewing County safeguarding and EDI policies and proposing any amendments to the Board
- Support the work of the LTA's national safeguarding team as appropriate
- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Keep written minutes and provide brief report to the next Executive Board following each meeting
- Meet at least four times a year





PARTICIPATION & VOLUNTEERS COMMITTEE

Membership

Committee Chair | David Lloyd
Open Court Lead | Dave Sanger
Dorset Coach Representative | Harry Lund
Co-opted Volunteers | Richard Henshaw, Steve Davies,
Jeremy Hamer
Dorset Ambassador | Lucy Shuker
LTA Regional Team Member | Beth Bingham
Operations Director | Annie Smith

Responsibilities

- To support clubs, venues, volunteers, coaches and officials with a view to increasing participation in tennis
- Run a club network to support clubs, volunteers and the coaches that run them, in conjunction with the LTA Regional team
- Run a coach network to support coaches in the county
- Administer small grants to clubs, coaches, and officials to support schemes that will increase participation in tennis
- Manage the Open Court programme for disability/accessibility tennis; appoint and oversee the County's Open Court Lead
- Run the annual LTA Tennis Awards
- Run Volunteers events during the year to celebrate their work and spread good practice
- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Ensure county led participation activities follow county and national safeguarding guidance
- Approval limit for single items of expenditure or single grant £2,000 (above this limit Board approval is required)
- Keep written minutes and provide brief report to the next Board meeting following each meeting
- Meet at least four times a year





COMPETITIONS COMMITTEE

Membership

Committee Acting Chair | David Walrond

Vice Chair | Sarah Wood

Board Directors | David Walrond, Annie Mitchener

Co-opted Volunteers | Steve Davies, Mohit Kochar, Sally Revell, Simon Kevern, Alex Fraser

Dorset Doubles League | Steve Davies, Annie Mitchener

Schools | Sally Revell

Dorset National Leagues | Mohit Kochar

Dorset Advantage Cup | Simon Kevern, Sally Revell

Competitions for new players | Alex Fraser

Operations Director | Annie Smith

Responsibilities

- Develop, encourage and run competitions in the county in line with the LTA's aspirations and expectations of counties
- County Championships
- Dorset Doubles League
- Play Your Way to Wimbledon
- National League
- LTA Youth Schools
- LTA Accredited Tournaments
- Dorset Advantage Cup
- Appoint and liaise with Junior Committee
- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Ensure county led competition activities follow county and national safeguarding guidance
- Approval limit for single items of expenditure of £2,000 (above this limit Exec Board approval is required)
- Keep written minutes and provide brief report to the next Board following each meeting
- Meet at least four times a year





JUNIOR COMMITTEE

Membership

Chair | Iraj Nigam
Erik Fraser
Aidan Hewitt
Olivier Paris
Ruen Comins
Toby Twitchen
Nadine Mohamed
Sofia Powell
Kensi White
Daniel Scotchmer
Ben Cooper (Bournemouth University)
Annie Smith
David Walrond

Responsibilities

- Provide advice, feedback and recommendations from junior players on every aspect of tennis and padel in Dorset to the Competitions Committee and through them the Board of Dorset Tennis & Padel
- Assist at county events during the year
- Create initiatives to expand junior participation and competition opportunities
- Keep written minutes and provide brief report to the Competitions committee following each meeting
- Create a link between Dorset Tennis and Padel & Bournemouth University
- If possible, meet four times a year





PERFORMANCE COMMITTEE

Membership

Chair | TBA
Board Director | Annie Mitchener
Rob Booth | County Performance Coach
Phil Loose | County Performance Coach
Annie Smith | Operations Director
Jenny Watts | County Women's Seniors Captain
Boyd Brackstone | County Men's Seniors Captain

Other County Volunteers

Karen Adams | Dorset Padel Rep/O35s Women's Captain
Lauren Hill | Women's County Captain
Vacant | Men's County Captain
Richard Irwin | O35s Men's Captain
Cleo Skilton | O40 Women's Captain
Peter Jarvis | O50s Men's Captain
Janine Miller | O50s Women's Captain
Brian Cooley | O60s Men's Captain
Annie Mitchener | O60s Women's Captain
Steve Davies | O65s Men's Captain
Helen Crawford | O65s Women's Captain
Paul Nation | O70s Men's Captain
David Lloyd | O75s Men's Captain
Stuart Turvey | O80s Men's Captain

Responsibilities

- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Manage the programme of county training and open days for age groups 8U to 18U
- Identify players for LTA regional camps in liaison with LTA performance staff
- Identify and promote 10U performance network within the county in liaison with LTA performance staff
- Oversee appointment of captains and teams for Junior County Cup events
- Ensure county led performance activities follow county and national safeguarding guidance
- Oversee arrangements for Open, 35+ and Seniors County Cups
- Approval limit for single items of expenditure of £4,000 (above this limit Executive Board approval is required)
- Keep written minutes and provide brief report to the next Executive Board following each meeting
- Meet at least four times a year





PADEL COMMITTEE

Membership

Chair | Vik Sanderson
Women's County Captain | Karen Adams
Men's County Captain | Simon England
Board Chair | Brian Cooley
Board Director | David Walrond
Operations Director | Annie Smith

Other County Volunteers

Men's Open Captain | Nick Macey
Women's Open Captain | Hannah Richards
Men's O40s Captain | Olivier Gracias
Men's O60s Captain | Peter Jarvis
Junior Captain | Luke Aggas

Responsibilities

- Prepare and implement plans for the development of padel in Dorset, including increasing participation in padel, inclusion, the development of competitions and for performance padel (in liaison with the Competitions and Performance Committees)
- Liaise with the LTA Padel team and clubs and commercial providers of padel in the county
- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Ensure county led padel activities follow county and national safeguarding guidance
- Approval limit for single items of expenditure of £2,000 (above this limit Executive Board approval is required)
- Keep written minutes and provide brief report to the next Executive Board meeting following each meeting
- Meet at least four times a year





BUSINESS OPERATIONS COMMITTEE

Membership

Chair | Hon Treasurer, Atit Parab
Board Chair | Brian Cooley
Hon Secretary | James Thurgur
Board Director | Nick Chapman
Operations Director | Annie Smith

Responsibilities

- Oversee and support the efficient working of the business operations of Dorset Tennis & Padel
- Manage the committee's activities in line with the operational plan and annual budget agreed by the Executive Board
- Maintain the highest standards of financial control, reporting and accounting
- Support the governance of Dorset Tennis & Padel, and ensure that governance standards achieved are in line with Charity Commission and LTA regulations
- Run the operational function of the CIO and provide general troubleshooting support for all involved stakeholders including clubs, coaches, officials, players and parents
- Provide administrative support for the full range of county activities
- Manage the Dorset Tennis & Padel website and social channels
- Approval limit for single items of expenditure of £4,000 (above this limit Executive Board approval is required)
- Keep written minutes and provide brief report to the next Executive Board meeting following each meeting
- Meet at least four times a year





THE BOARD

Deliverable	Lead	Plan in outline	Success Measure
<p>Advance the strategic goals of tennis and padel in the county</p> <p>Increase participation in the game at all levels</p> <p>Promote competitions throughout the county</p> <p>Support performance players in the county to reach their potential</p> <p>Focus on the development of all aspects of padel in the county</p> <p>Supporting the work of Dorset Tennis & Padel through developing partnerships, business operations, safeguarding vulnerable persons and inclusion</p>	Board Chair	Devolve authority, resources and decision making in each of the key action areas. Monitor progress and support key delivery priorities where circumstances demand	See detail in each of the devolved objectives
<p>Governance of Dorset Tennis & Padel</p> <p>Oversee the newly incorporated Dorset Tennis & Padel and meet the Charity Commission standards and LTA standards of governance</p>	Board Chair	Govern DTP in accordance with its founding constitution, maintain accountability to DTP members and maintain strong links to the LTA.	Achieve legal compliance and compliance with LTA governance standards



PARTICIPATION & VOLUNTEERING

Deliverable	Lead	Plan in outline	Success Measure
Put on at least two volunteer days to celebrate tennis in Dorset and work of Dorset's tennis volunteers	Chair, Participation Committee		Two successful events held with good feedback
Manage the LTA Awards in Dorset	Chair, Participation Committee	Manage and deliver the LTA Awards within the county including appointing an LTA Awards representative, promoting the Awards and encourage local nominations across all categories, judging the county nominations and determine the winners within each category, distributing county awards, putting forward county nominations to the national stage, organising county award ceremony or events.	Good level of participation in awards
Expand the membership of the Participation Committee	Chair, Participation Committee	Aim to recruit a further 3 or 4 volunteers to join the Participation Committee. The aim would be to expand the Committee in order to share the workload and to make the Committee more representative of the whole of Dorset	Successful recruitment
Improve communication with club volunteers	Chair, Participation Committee	Expanding the list of contacts at each club and using WhatsApp rather than relying solely on e-mails and the website. Publish a 4 monthly newsletter during 2026 with contributions from each committee, dates for the diary etc and features from our website – end April, end August, end December	Improved communications



PARTICIPATION & VOLUNTEERING cont'd

Deliverable	Lead	Plan in outline	Success Measure
Expand the Open Court Programme	Open Court Lead	Aim to increase the number of clubs offering Open Court sessions with the assistance of the £300 grant from the LTA centrally. Target walking tennis, and tennis for people with diseases such as Parkinsons and through contacts with local GP surgeries and organisations such as U3A	Increased Open Court activity and in a great number of clubs/venues
Provide a support network for clubs in the county	Chair, Participation Committee	Will engage clubs through face-to-face visits, events and communications	Increased engagement of clubs
Provide a network of support for coaches in the county and hold CPD events to support coaches locally	Coach Representative	Dorset Coach Representative role established and appointed in 2023. Continue to develop networking and communications activities in 2026, including local approved CPD	Maintain WhatsApp group and hold at least 2 coach events
Participation Grants Grants to support the development of additional coaches in Dorset	Chair, Participation Committee	Grants can be applied for via the website and will be administered by Chair, Participation Committee and Business Ops	Increased take-up of grants
Grants to support taster sessions in primary schools and follow-on coaching	Chair, Participation Committee	Grants can be applied for via the website and will be administered by Chair, Participation Committee and Business Ops	Increased take-up of grants
Grants to support the development of Officials	Chair, Participation Committee	Grants can be applied for via the website and will be administered by Chair, Participation Committee and Business Ops	Increased take-up of grants



PARTICIPATION & VOLUNTEERING cont'd

Deliverable	Lead	Plan in outline	Success Measure
Grants for performance players and their coaches	Chair, Participation Committee	Grants can be applied for via the website and will be administered by Chair, Participation Committee and Business Ops	Increased take-up of grants
Exceptional grants for clubs	Chair, Participation Committee	Grants can be applied for via the website and will be administered by Chair, Participation Committee and Business Ops	Increased take-up of grants
Open Day grants for clubs	Chair, Participation Committee	Grants can be applied for via the website and will be administered by Chair, Participation Committee and Business Ops	Increased take-up of grants



COMPETITION

Deliverable	Lead	Plan in outline	Success Measure
County & District Leagues Manage overall competition structure, rules and regulations (in-house leagues only)	Annie Mitchener Steve Davies Sarah Wood	We will continue to manage Dorset League in accordance with national LTA rules and regulations	Maintain or increase participation numbers
County Championships Run Open, Senior and Junior County Championships complying with LTA guidelines	David Walrond	Plan and run a week long event at an agreed venue	Maintain or increase participation numbers
LTA National League Promote and manage LTA National League complying with LTA Guidelines including appointing a League Organiser (local)	Mohit Kochar	Competitions Committee oversees National League in Dorset	Maintain or increase participation numbers
LTA Youth Schools Promote and oversee events complying with LTA Guidelines, including appointing a League Organiser	Sally Revell	Promote and co-ordinate schools' events – in particular the Y8 and under and Y10 under leagues	Maintain or increase participation numbers
Advantage Cup and Grand Slams Continue to promote 'Grand Slams' competition for those new to competition and Team Tennis for those already competing. Aim to build up both LTA Advantage+ membership and county database through these two competitions	Simon Kevern (Alex Fraser, Sally Revell, Adam Dean)	Promote and co-ordinate 6 Advantage Cup events throughout the year at various venues in Dorset (8U, 9U, 10U and 11U) for those new to competition	Increase junior Advantage members and participation numbers in competition
Grade 3 Tournaments	Business Ops Committee	Support with officiating costs as appropriate. Reserve fund available if losses incurred. Based on financial viability, venues can apply for support	



PERFORMANCE

Deliverable	Lead	Plan in outline	Success Measure
Junior County Cup Select and manage junior teams, 8U, 9U, 10U, 11U, 12U, 14U, 18U in all cases ensuring transparent team selection and management, expenses policy, travel arrangements (including safeguarding). Manage the logistics around travel and accommodation booking and payments, alongside player and parent enquiries	County Performance Coaches	County Head Coaches (11U and 12 and over) with logistics support from Operations Director	Enable players to reach their potential and that they enjoy the County Cup experience
Junior County Training Co-ordinate, manage and quality assure 11+, 10U, 9U and 8U County Training programme including setting up and delivering 'county fun days/open days' as an entry point into County Training	County Performance Coaches	County Head Coaches (11U and 12 and over) with logistics support from Operations Director	Increase the number of clubs sending players to county training. Increase the number of players in each age/gender group to a minimum of 12
Captains Select and manage the coaches to deliver County Training and County Cup and select and manage the players for County Training and County Cup via an open and transparent process	County Performance Coaches	County Head Coaches (11U and 12 and over) with logistics support from Operations Director	Successful recruitment and retention of County Cup Captains.
Logistics Manage the logistics around court and coach bookings and payments, alongside player and parent enquiries	Operations Director	County Head Coaches with logistics support from Operations Director	Smooth running of County Training sessions



PERFORMANCE cont'd

Deliverable	Lead	Plan in outline	Success Measure
Club Visits Undertake player/venue visits and attend competitions to ensure a full and clear understanding of the players base from ages 5 to 9 across the county	County Performance Coaches		Undertake at least 6 visits per year
LTA Regional Camps Identify and nominate players and coaches for LTA Regional Performance Camps and supporting the delivery of LTA Regional Camps	County Performance Coaches		Successful nomination of players to regional and national pathways and successful participation of coaches in regional camps
10U Performance Programme Network Engage with the local 10U Performance Coaching Network and support and develop a network of clubs and coaches that are aspiring 10U Performance Programmes in conjunction with the LTA Performance Team	County Performance Coaches	County Head Coaches (11U and 12 and over) with logistics support from Operations Director	Increase the number of clubs with junior programmes sending players to county training
Organise ad hoc and local performance coach events/CPD and attend appropriate competition and activity to ensure knowledge of 10U players is high and current ('talent id') in conjunction with the LTA Performance Team	11U County Performance Coach		Good knowledge of 10U players in the county
Hold 2 8U Open Days at venues in at least 2 locations	11U Performance Coach		2 Open Days held





PERFORMANCE cont'd

Deliverable	Lead	Plan in outline	Success Measure
Open County Cups Select and field teams for men's and women's Summer County Cup	County Captains		Successfully field teams
35+ County Cups Select and field teams for men's and women's 35+ County Cup	County 35+ Captains		Successfully field teams
Seniors County Cup Select and manage teams in 40+ and over, in all cases ensuring transparent team selection and management, expenses policy, travel arrangements (including safeguarding). Manage the logistics around travel and accommodation booking and payments, alongside player enquiries	Chair Performance Committee	Overseen by Men's and Women's Seniors Captains and age-group Captains	Successfully field teams



SAFEGUARDING & INCLUSION

Deliverable	Lead	Plan in outline	Success Measure
Manage safeguarding within the county including appointing a Safeguarding Officer, upholding the county safeguarding standards across all county specific activity, acting on the key findings at a local level and reporting any safeguarding concerns to the LTA	County Safeguarding Officer	The main priority is to ensure that activities directly organised by the county are safe. Second priority is to assist the regional team and national safeguarding team in raising the standard of safeguarding in all LTA registered venues. We will aim to recruit a second volunteer to share the workload and responsibility	Achieve compliance with LTA safeguarding standards
Progress the county's Equality, Diversity and Inclusion action plan	County EDI Lead	Priorities include completion of training for Board members and other volunteers; consider local demographics and geography; review recruitment practices; review communications; work on increasing the diversity of coach workforce; engage with clubs and other venues on EDI issues; review activities organised by the county and work out ways to make these more inclusive where possible	Achieve compliance with 2026 required actions



BUSINESS OPERATIONS

Deliverable	Lead	Plan in outline	Success Measure
Provide general troubleshooting support for clubs, volunteers and coaches.	Operations Director		Good feedback from users
Manage the Dorset Tennis & Padel website and social channels (this may involve delegating to outsourced service provision)	Operations Director	Operations Director manages email contact (via info@ email address on website) and engages other Committee Chairs or volunteers as needed	Low rate of complaints and good feedback
Provide administrative support for the full range of county activities	Operations Director	Split of Operations Director's time is approximately as follows: Safeguarding & Inclusion – 10% Participation and Volunteers – 25% Competitions – 25% Performance – 25% Padel – 15%	Feedback from Committee Chairs as to support received
Maintain high standards of financial control and accounting	Hon Treasurer	Consolidate implementation of XERO accounting software and financial systems and reporting	Good financial control



PARTNERSHIPS

Deliverable	Lead	Plan in outline	Success Measure
LTA Partnership Agreements Secure and manage partnerships in line with the Partnership Agreement where access to Wimbledon and LTA Major Events tickets is involved	Chair Partnerships Committee	2026 Partnership Agreements to be in place by the end of Jan 2026. Periodically keep sponsors and partners informed as to how their contributions to Dorset Tennis & Padel are being used	Achievement of budgeted income levels and compliance with LTA Partnership Agreement
Other Partnerships Secure and manage other partnerships where Wimbledon tickets are not involved, in line with the county's long term interests and values	Chair Partnerships Committee	Maintain a current prospect list for the county of Dorset and ensure pro-active bi-annual messages are sent out to these potential stakeholders	Achievement of budgeted income



PADEL

Deliverable	Lead	Plan in outline	Success Measure
Venue visits Encourage LTA Registration for all padel venues in Dorset	Chair, Padel	Highlighting the benefits of LTA registration for the venue and players	Number of venues registered
Coaches Supporting individuals to gain padel coaching qualifications	Chair, Padel	Helping to financially support individuals along coaching pathway	Number of coaches qualified
Officials Supporting individuals to gain padel officiating qualifications	Chair, Padel	Helping to financially support individuals along the officiating pathway	Number of officials qualified
Schools outreach KIDZ FIRST is the strategic goal for 2026	Chair, Padel	Developing relationships to provide court time for children at primary school	Number of sessions arranged
Performance Infrastructure	Chair, Padel	Appointing captains, developing squads and sending teams to inter-county matches and County Championships	Number of captains and players participating