



Inclusion Action Plan – 2024-26 – 2025 activity

Vision: Tennis Opened Up				
Our Mission is to transform communities through tennis, by making tennis welcoming, enjoyable and inspiring to everyone				
1. INCLUSIVE LEADERSHIP AND GOVERNANCE				
Action		Goal	Lead	Timescale
	1.1 Appoint trustees to reflect the diverse communities we serve.	Drive greater diversity in decision-making.	Board	ongoing
	1.2 Encourage the Youth Group to challenge us, and generate ideas for how we can do better at including young people – in terms of participation, becoming coaches and officials, entering competitions and volunteering, for example as welfare officers.	Embed inclusion in everything we do.	Daniel Hodgson	ongoing
	1.3 Review Kent Tennis appraisal process to include individual inclusion goals for all staff.	Develop an inclusive working culture that values and respects difference.	Jane Parish	Q1 2025
	1.4 Roll out mandatory EDI training for all trustees/committee members.	Develop an inclusive working culture that values and respects difference.	Board	ongoing

	Digital training will be provided by the LTA.			
	1.5 Review existing policies, processes and procedures from an EDI perspective.	Embed inclusion into our processes and procedures, where necessary.	Jane Parish	ongoing
Tennis Programming	1.6 Explore/scope the possibility of developing and introducing an Equality Impact Assessment (EIA) Framework.	Embed inclusion at the heart of everything we do.	Jason Sigba	Deferred to 2026 (EDI considerations added to all committee agendas)
Data	1.7 Develop a 2025 programme of activity to plan which data we analyse for the first time, and which we re-analyse as part of progress tracking. And identify any areas where additional data collection is required to enhance our EDI provision.	Better understand Kent tennis community & demographics. Ensure initiatives/projects are evidence-led/targeted. Ensure we monitor the diversity & skills of our trustees, volunteers & workforce to reflect the change we desire others to embrace.	Cheryl Ewan with help from Nigel Jordan	2025
	1.8 Create a simple document showing our <u>local population</u> & demographics within the county to make it easy to understand areas of potentially greater diversity.	Better understand Kent County community & demographics.	Cheryl Ewan with help from Nigel Jordan	Q1 2025
2. PEOPLE EMPOWERED TO BE INCLUSIVE				
Action		Goal	Lead	Timescale
Culture & Structures	2.1 Deliver Equality, Diversity, and Inclusion training via meetings of the Coaches' Network & Officials' network.	Develop an inclusive culture that values and respects difference.	Luke House	ongoing

	2.2 Introduce further EDI training for all paid staff.	Further embed EDI in the organisation's culture via learning and development offer.	Jane Parish	ongoing
	2.3 Understand which venues currently engage with us, and target actions to ensure we reach them all, especially in areas of deprivation and new park sites.	Embed county's commitment to EDI.	Andy Candler	ongoing
	2.4 Encourage more clubs and venues to take a set of initial actions as steps towards becoming more inclusive and accessible, partly supported by our Inclusion Mentors.	Embed county's commitment to EDI.	Andy Candler	ongoing
	2.5 Work with Area Delivery Partners to identify venues and operators in need of support to improve their inclusivity.	Work with identified clubs and help formulate programmes.	Andy Candler	ongoing
	2.6 Offer EDI Awareness events to all venues and clubs on a yearly basis, potentially through in-person venue forums.	Emphasise the importance of equitable decision-making, diversity, and inclusion.	Andy Candler	ongoing
3. TENNIS LOOKING AND FEELING OPENED UP				
	Action	Goal	Lead	Timescale
Communications and Marketing	3.1 Refresh our communication strategy, ensuring we are clear about the outcomes we want our communications to drive, who the audience needs to be and what actions we want them to take	Establish a clear and consistent approach to campaigns and comms announcements that attracts a variety of audiences.	Jane Parish	Q1 2025

	to ensure we create the desired impact with our communications.			
	3.2 Review our website, social media and other collateral to ensure that they are inclusive and reflect the diversity of local communities. Ensure it is accessible to everyone.	To ensure website/ SM is accessible and inclusive, attracting new audiences including those with hearing and visual impairments.	Jane Parish	Q1 2025
	3.3 Increase the number of venues, clubs, and programmes partaking in LTA Big Tennis Weekends, specifically focusing on low-income areas and park sites.	Increase participation, specifically targeting under-represented groups.	Andy Candler	ongoing
Awards Event	3.4 Make Awards Celebration more inclusive and accessible.	Attract more diversity at events.	Andy Candler	Q1 2025
'Pay & Play' Provision	3.5 Work more closely with venues, clubs, and parks to offer pay & play provision and identify the benefits enjoyed by clubs that have done so.	Enable those from lower-socio economic backgrounds to access tennis. Ensure P&P is mandatory for our borrowers.	Robert Slater Keith Gill	ongoing
Officials	3.6 Encourage more people to become officials - referees, court supervisors and line umpires - ensuring we increase the diversity of those enrolling on our courses.	Enable more diverse pool of officials.	Competitions Committee	ongoing
Volunteers	3.7 Develop and pilot job shadowing/mentorship/work experience scheme for under-represented groups to pursue roles in Tennis.	Enable more diverse pool of volunteers/staff.	Jane Parish	Q1 2025
	3.8 All new volunteers to be given induction to make them feel welcome and equipped to do their role, and which incorporates inclusion training.		Jane Parish Nigel Jordan	ongoing

Workforce	3.9 Review where we highlight opportunities to work with Kent Tennis, so we encourage volunteers from more diverse backgrounds and deliver a plan to improve the diversity of our employee and volunteer base.	Establish workforce which is reflective of the local community at all levels of the organisation.	Board	ongoing
Schools	3.10 Encourage more State schools to enter our existing county schools' competitions.	Attract more diversity at events.	Competitions Committee	ongoing
Work with Essex	3.11 Following our first collaboration for a joint wheelchair event, consider what other opportunities can be created. Test whether this could be the way to launch para standing tennis.	Expand the opportunities for events and activities where the number of participants is necessarily low.	Keith Gill	Q1 2025
4. TARGETED INTERVENTIONS FOR GREATER DIVERSITY				
Action		Goal	Lead	Timescale
Opening up our clubs	4.1 One For All – encourage clubs and venues to make a firm commitment to spend 1% of their income on an inclusion initiative, creating a countywide scheme that clubs are keen to join.	Building the scale of initiatives quickly across the whole county.	Andy Candler	Q2 2025
Nursing homes	4.2 Care For Tennis - Coach-led sessions in targeted care homes, funded by us. Potentially 6 sessions per coach.	Taking tennis to a new audience with consequent health benefits.	Rob Slater	Q2 2025
Park activators	4.3 Establish initiative to recruit new park activators deploy them into sites without current provision, especially those where there is no commercial operator.	Helping to expand participation in areas with spare capacity, which are often less affluent areas.	Andy Candler	Q2 2025

Consultation and Engagement with local groups	4.4 Promote tennis to under-served communities e.g. through local faith / religious groups / age-related support groups etc.	Make tennis accessible to all communities in Kent by delivering targeted interventions / outreach initiatives and so address barriers in participation (playing & volunteering).	Andy Candler	ongoing
Open Court Programme	4.5 Continue to encourage and support more clubs and venues to offer tennis for those with any kind of disability and become a part of our Open Court Plan.	Improve disability tennis offer in county.	Nigel Jordan	The 2025 LTA requirement is already met because we have long had an Open Court Plan
	4.6 Join up local disability programmes with local charities, and with the LTA Tennis Foundation.	Improve disability tennis offer in county.	Nigel Jordan	ongoing
Walking Tennis	4.7 Encourage more clubs & venues to develop walking tennis programmes, potentially setting up a league.	Attract older people and those with mobility issues to play tennis.	Andy Candler	ongoing
Annual County Championships	4.8 Continue to include disability tennis events in the County Championships and ensure they are prominent and valued, and cover as many disciplines as possible.	Celebrate and showcase diverse talent through inclusive tournaments and events.	Competitions Committee/Siobhan Butler	Ongoing
	4.9 Develop a free parks competition, looking into alternative formats, and whether disability events are possible.	Increase participation of those from lower socio-economic backgrounds.	Keith Gill Andy Candler	Q2 2025
	4.10 Introduce Pride Friday Event.	Increase LGBTQ+ participation.	Jason Sigba	Q2 2025
Inclusive Tournaments	4.11 Introduce International Women's Day tennis event.	Create safe spaces for women in tennis.	Jason Sigba	Q1 2025
SERVES programme	4.12 Identify and engage with those venues in areas of greatest diversity or with successful programmes targeting	Create sustainable participation opportunities and developmental opportunities for	Andy Candler	ongoing

	<p>under-represented participants to consider what support the county can provide to the LTA SERVES programme in particular and encourage members to take on county roles.</p> <p>Help SERVES venues to become more visible and encourage local groups to consider starting a programme - putting them in touch with LTA colleagues.</p>	children from low socio-economic backgrounds.		
Ethnically Diverse Tennis Programme	4.13 Continue to grow tennis in areas of deprivation – using funds from LTA Tennis Foundation - <i>a 3 year programme</i> .	Increase participation from ethnic minority groups, including talent spotting for our junior county teams.	Luke House	ongoing
Coaches	4.14 Continue to work with the Area Delivery Team and local Coach Development Centre to support work to increase the diversity of the coaching/activator workforce in the county, in particular through identification of potential candidates and financial support if possible.	Increase diversity of coaching workforce through greater accessibility and incentivised schemes.	Luke House	ongoing

	4.15 Continue our targeted mentoring scheme – which is based around talented young coaches as well as increasing the diversity of our coaching workforce – and further enhance the offering to increase number of females and those from lower socio-economic groups and non-traditional tennis areas to enter coaching pathways.	Increase diversity of coaching workforce through greater accessibility and incentivised schemes.	Luke House	ongoing
5. HOLDING OURSELVES TO ACCOUNT				
Action		Goal	Lead	Timescale
Resources	<p>5.1 Ensure annual EDI plan is implemented, and progress monitored – partly by volunteers, and partly through paid staff time.</p> <p>Review progress made against Inclusion Plan with LTA Inclusion Team and identify more targeted actions to drive greater diversity in county activity.</p>	Enable meaningful change.	Board	ongoing
Monitoring progress and measuring success.	5.2 Publish progress report in 12 months and revise action plan accordingly in line with revised Kent Plan/LTA Inclusion Strategy. Record and share key areas of inclusion with LTA.	Measure and demonstrate impact.	Nigel Jordan & Board led by Keith Gill	Q1 2025