



**KENT**  
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# KENT TENNIS CHARITABLE INCORPORATED ORGANISATION

REGISTERED CHARITY NUMBER 1200980

Registered by the Charity Commission for England and Wales on 11 November 2022

## RULES

<b>Document Owner</b>	<b>Charlotte Cornell, Hon. Secretary, Kent Tennis</b>
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These are the Rules of Kent Tennis Charitable Incorporated Organisation.

These Rules have force and effect by virtue of, and in accordance with the terms of, clause 26 of the CIO Constitution.

These Rules are a governing document of the Organisation and supplement, but do not replace or vary, the CIO Constitution. Other than these Rules and the CIO Constitution, there is no other governing document of the Organisation.

## **PART A – GENERAL**

### **1. Definitions**

1.1 Subject to clause 1.2 of these Rules, the definitions set out in clause 30 of the CIO Constitution apply in these Rules and such definitions are deemed to be incorporated in their entirety into these Rules by reference.

1.2 In these Rules, each of the following terms has the meaning respectively given to it below:

“CIO Constitution” means the latest version of the Organisation’s constitution agreed from time to time by the Charity Commission of England & Wales

“Organisation” means Kent Tennis Charitable Incorporated Organisation – registered charity number 1200980

“the LTA” means Lawn Tennis Association Limited (registered company number 07459469);

“tennis” means lawn tennis and includes padel tennis

“Board” means the committee of trustees appointed in accordance with Clause 12 of the CIO Constitution

“Kent” and “county” shall, in accordance with the Rules of the LTA, mean the county of Kent and includes the London Boroughs of Bexley, Bromley, Greenwich, and Lewisham and the Medway Unitary Authority.

“the Kent Plan” means an annual plan created in accordance with clause 4.2 of these Rules

### **2. Interpretation**

2.1 Subject to clause 2.2 of these Rules, the rules of interpretation set out in the CIO Constitution apply in these Rules and such rules of interpretation are deemed to be incorporated in their entirety into these Rules by reference.

2.2 Unless the context otherwise requires, any reference to a “clause” is to a clause (or, as applicable, sub-clause, sub-sub-clause or sub-sub-sub-clause) of these Rules.

### **3. Amendment of these Rules**

These Rules may be amended from time to time by the Board in accordance with the provisions of clause 26 of the CIO Constitution. Members will be consulted in advance of any significant changes to these Rules and will have an opportunity to review, discuss and provide comment on proposed changes in advance of any amendment.



- 3.1 The formal title of the Organisation is Kent Tennis Charitable Incorporated Organisation which may be abbreviated informally to Kent Tennis, Kent Tennis CIO, Kent County LTA, Kent LTA., or KCLTA. In these rules it is referred to as “the Organisation”.
- 3.2 The Organisation adopts and shall be bound by the Rules and the Disciplinary Code of the LTA in force from time to time including amendments made subsequently insofar as the same are relevant to the activities of the Organisation.

## **PART B – BOARD OF TRUSTEES AND COMMITTEES**

### **4. Organisation & Management – Board of Trustees & Committees**

- 4.1 The name of the Charitable Incorporated Organisation is Kent Tennis Charitable Incorporated Organisation (“the Organisation”). It will be a member of the Lawn Tennis Association (“LTA”). The Organisation will be managed by a Board of Trustees (“Board”). The Charity Trustees (minimum 5 and maximum 10) will constitute a Board that manages the affairs of Kent Tennis.
- 4.2 The Board shall be responsible for setting an annual plan to achieve the charitable objectives of the Organisation, including the allocation of responsibility for each item to the appropriate Committee. The Board will be responsible for the monitoring of delivery against the plan.
- 4.3 The Board will retain responsibility for key areas including:
  - Adherence to best practice and standards as advised by The Charity Commission
  - Achieving our charitable purposes
  - Reporting to The Charity Commission
  - Strategy and annual planning
  - Financial prioritisation and control including reporting expenditure of the annual LTA grant
  - Strategic risk management
  - Adherence to the requirements of the LTA – e.g. The County Governance Framework
  - Safeguarding
  - Succession planning
  - Disciplinary matters (See [Appendix 11](#) for the Organisation’s Disciplinary Rules)
  - The appointment or removal of any Trustees

These areas will be reviewed and approved by the Board on an annual basis.

- 4.4 All Trustees must have a Job Description, which should be reviewed at least every three years.
- 4.5 The Board may make loans to member venues on terms it may, from time to time, decide taking into account any recommendation from the Finance & Revenue Committee.

### **5. Delegation of power to sub-Committees**

- 5.1 In accordance with Clause 18 of the Constitution, the Board may delegate the responsibility for day-to-day oversight and management of certain activities to Committees, all of which will be sub-committees of the Board. The matters delegated are outlined in a Scheme of Delegation at [Appendix 1](#). The



powers to undertake financial transactions are also partially delegated to the Treasurer and paid staff as outlined in the Financial Scheme of Delegation at [Appendix 2](#).

- 5.2 The Board will review the Committee structure annually. Each Committee is empowered to review their Terms of Reference and amend them, subject to the agreement of the Board
- 5.3 Any matters that any Committee, or member of that Committee becomes aware of that could adversely affect the reputation of the Organisation should be brought to the attention of the Board immediately. This should, in the first instance, be escalated to the Trustee who is a member of the Committee, and if they are unavailable then to the Chair of the Board.
- 5.4 After every meeting of a Committee the Chair must advise the Board of its agenda, discussions and decisions taken, as well as reporting any matters where it needs guidance or a decision by the Board. A template to standardise this reporting is provided at [Appendix 9](#).
- 5.5 The Committees should cover the following elements: Competitions, Finance and Revenue, Governance, Performance and Venues, Coaches and Community.
- 5.6 All Committee Chairs and other key volunteers must have a Job Description, which should be reviewed at least every three years.
- 5.7 The Organisation will ensure all members of its Committees and the wider body of volunteers are fully informed about all areas of its activities to ensure actions and decisions are aligned to its charitable purposes.

## **PART C – TRUSTEES AND COMMITTEE MEMBERS**

### **6. Election of Trustees**

- 6.1. In accordance with clause 13 of the Constitution, the Trustees will be elected for a period of up to 3 years at an Annual General Meeting. Each Trustee may be re-elected for 2 further 3-year periods. In line with the LTA County Governance, once they have completed 3 terms (i.e. 9 years) each Trustee must resign from the Board. After a gap of 4-years a Trustee can be re-elected as a Trustee and may potentially re-join the Board for up to a further 9 years.
- 6.2 The Board must identify on an annual basis the skills required to implement the strategy and annual plan. The Board must carry out a skills audit annually to identify any knowledge gaps. Any gaps must be rectified with the recruitment of additional Trustees, or training of existing Trustees.

### **7. Appointment of Committee chairs**

- 7.1 Committee Chairs shall be appointed (or re-appointed) by the Board at its first meeting after the AGM, and annually thereafter. The Board will replace Committee Chairs after a maximum period of 9 years.

### **8. Appointment of Committee members**

- 8.1 Every three years the Board and Chairs of the Committee will review the roles and skills required on each Committee. All new members of the Committees shall be approved by the Chair of the relevant Committee and the Board. Committee members do not need to be approved at the AGM.
- 8.2 There is no maximum period of tenure of Committee members.



## **9. Assessment of effectiveness of the Board and Committees**

- 9.1 Every two years the Board and each Committee should formally review their effectiveness. The Board should agree the format of the effectiveness review. A member of the Board and of each Committee may be appointed to lead the effectiveness review, ensuring that any comments made remain anonymous. It is expected that the person leading the review of the Board and each Committee is somebody other than the Chair.
- 9.2 The Board shall consider the outcome of its own effectiveness review, as well as that for each Committee and agree any actions that need to be taken. That includes whether the Board and Committees have the appropriate skills and numbers of members.

## **PART D - EMPLOYEES**

### **10. Appointment of employees**

- 10.1 All employees of the Organisation shall be appointed by the Board using the approved recruitment process, including ensuring safer recruitment practices are followed.
- 10.2 All employees should be provided with a job description and annual objectives. These objectives should be aligned to the Kent Plan. The progress against these objectives should be reviewed on a regular basis and any issues identified reported to the Board.
- 10.3 Employees should report to a member of the Board or a Committee Chair.
- 10.4 All employees should have an annual appraisal to discuss performance against their objectives, with any areas where further training is required identified and documented in a development plan. At least one Board member or Committee Chair should be present at each appraisal.
- 10.5 The Board shall ensure that the appropriate staff policies are in place to outline all the employment practices.

## **PART E - HONORARY POSITIONS**

### **11. Appointment of Honorary Life Presidents and Life Vice-Presidents**

- 11.1 The Organisation may appoint as Life Presidents or Life Vice-Presidents those individuals who have given outstanding service to the Organisation. Any honorary titles bestowed die with the individual. The Board must nominate Life Presidents and Vice-Presidents for approval at an Annual General Meeting. Life Presidents and Life Vice-Presidents cannot be voting members of the Board and/or Committees.

## **PART F - EXPENSES**

### **12. Expenses**

- 12.1 Trustees and Committee members and other volunteers for the Organisation may claim reasonable expenses in respect of costs they have occurred in line with the Expenses Policy. All expenses must be



claimed using the current form and will only be paid if evidenced with a receipt. The one exception will be mileage to attend events run by the Organisation which will be reimbursed without receipt.

12.2 The Expenses Policy should be regularly reviewed, and as a minimum every two years. The Board should regularly review the expenses claimed to confirm there have been no breaches of the Policy.

### **PART G – CONFLICTS OF INTEREST**

#### **13. Conflict of Interest Declarations**

13.1 All Trustees and Committee members must complete an annual Conflicts of Interest declaration detailing any potential conflict that may arise in the volunteer work they carry out for the organisation. The Board must review all declarations completed and satisfy itself that the appropriate controls are in place to mitigate the potential conflict.

13.2 A conflict of interest declaration item should be on the agenda for all Board and Committee meetings to ensure any potential conflicts are highlighted at the start of the meeting. Any person with a conflict in relation to a particular agenda item must absent themselves from that item.

### **PART H – BOARD MEETINGS**

#### **14. Attendance at Board Meetings**

14.1 The Board may invite Committee members and other individuals to attend Board meetings. Such attendees should be agreed with the Chair of the Board prior to be invited. They are entitled to speak and give their views, however, are not permitted to take part in a vote on any matter that takes place at the meeting.

14.2 If a Trustee is not able to attend a Board meeting in person, or remotely, they are only permitted to send an alternate in line with paragraph 14.1.

#### **15. Decision Making at Board Meetings**

15.1 The Board may re-consider a decision previously taken; however, the review of the decision must not be taken by fewer Trustees that made the original decision. For any decision re-considered all Trustees must be given an opportunity to share their views with all other Trustees and vote electronically. It is not expected that a decision will be re-considered more than once in a short period of time other than in exceptional circumstances.

### **PART I – COMMITTEE MEETINGS**

#### **16. Attendance at Committee Meetings**

16.1 The Chair of each Committee will be appointed by the Board. The Committee structure, including the membership of each Committee will be reviewed and approved by the Board annually.

16.2 At least one Trustee will be a member of each Committee, although not necessarily the Chair. The Chair of each Committee may be asked to attend Board meetings to be part of discussions relevant to their Committee, however they will not be permitted to vote on any matter at such a meeting unless they are a Trustee.



16.3 The Chair of each Committee may invite other individuals to attend Board meetings. Such attendees are entitled to speak and give their views, however, are not permitted to take part in a vote on any matter that takes place at the meeting.

16.4 For a committee meeting to be considered quorate, a minimum of 3, or one third of the members of the Committee, whichever is greater must be in attendance.

## **17. Committee Meetings**

17.1 Committees should meet as often as necessary to discharge its responsibilities and deliver on the objectives for which it is responsible in the Kent Plan. In any event it should meet not less than 4 times a year.

17.2 Committee meetings can take place either face to face or electronically.

17.3 The Chair may decide to put to a vote decisions that are within their remit in accordance with the Organisation's Scheme of Delegation and Terms of Reference for the Committee. The outcome of any vote should be decided by a simple majority with each Committee member having one vote. If there is a tie then the Chair has the casting vote. All Committee members whether present or not at the meeting are eligible to vote.

17.4 Each Committee will produce notes and actions from each meeting, which will be circulated to both the members of the Committee and the Board. The notes should be produced within 14 dates of the Committee meeting taking place.

17.5 A Committee may re-consider a decision previously taken, however, the review of the decision must not be taken by fewer Committee member than made the original decision. For any decision re-considered Committee members must be given an opportunity to share their views with all other Committee members and vote electronically. It is not expected that a decision will be re-considered more than once in a short period of time other than in exceptional circumstances.

## **PART J – COMMUNICATIONS**

### **18. Communication to Members**

18.1 From time to time the Organisation should issue communications to its members of relevant tennis related information. It must give the opportunity for members to opt out of the communications and ensure a process is in place to ensure those venues or individuals making such a choice do not receive future communications.

18.2 At the start of each year, the Organisation must send to its members a calendar of events for that year, including dates of the meetings of the Board and Committees and other key events such as the County Championships.

## **PART K – TEAMS AND COMPETITIONS**

### **19. Kent Inter-Club Leagues**

19.1 The Organisation will run an inter-club league which is open to all member venues. This league will be known as the Kent League and will be governed by the rules set out in [Appendix 10](#). The rules may be changed from time to time and must be agreed by approval of a resolution at a General Meeting.



## **20. Kent County Championships**

20.1 The Organisation may organise an annual county championship for junior and adult players of all ages. The events for different age groups may take place at various times of the year. It may outsource the arrangements and delivery of some or all of the events. To be eligible to enter these events players must either live or have been born in Kent.

## **21. Kent County Teams**

21.1 The Organisation may enter teams in all or some of the County Cup competitions. Selection should be based on merit. The eligibility for a player to represent Kent is outlined in Paragraph 66 of the LTA's Rules.

21.2 Before the start of any County Cup event, the Performance Committee shall approve or appoint annually the captain for each junior and adult team. If there are existing captains they propose should not be reappointed the matter should be escalated to the Board for a final decision, before communicating to the captains concerned.

## **PART L – SUPPORTERS**

### **22. Supporters' Club**

22.1 For as long as there is demand for it, the Organisation will maintain a supporters' club which will be known as the Kent Tennis Supporters Club.

22.2 Members of the Kent Tennis Supporters' Club will receive periodic communications about tennis in Kent, opportunities to support county teams and to watch tennis in the County. Other benefits may be provided from time to time as agreed by the Board.

22.3 Prospective members may need to apply for membership in a form decided by the Board of Trustees, and may be required to pay a fee, also determined by the Board

22.4 All members of the Kent Tennis Supporters' Club shall be entitled to attend and speak at General Meetings of the Organisation but have no power to propose or second a resolution or to vote.

## **PART M – COUNTY COLOURS**

### **23. County Colours**

23.1 The Colours of the Organisation shall be awarded at the discretion of the Board but based on the criteria set out in these Rules. Representation for the Organisation does not necessarily have to be in consecutive years or events. In addition to Colours for players, Honorary Colours may be awarded by the Board to anyone who has rendered special service to the Organisation. A county tie or, in the case of ladies, a bracelet charm or any other award as may be decided by the Board may be worn by all who have been awarded Colours, including Honorary Colours.

23.2 Colours for Men and Ladies will be awarded to players who have represented the Organisation on at least 15 occasions in the adult Summer and/or Winter County Cup, including at least one Summer County Cup.

23.3 Colours for Seniors (over 35s and above) will be awarded to players who have represented the Organisation on at least 25 occasions in the Seniors' County Cup.





23.4 Junior Colours will be awarded to junior players who have represented the Organisation in a junior inter-county championship at 11 & under and older age categories and either:

- a. won a national inter-county title, or,
- b. represented the Organisation over a minimum of 3 years

23.5 The design of Colours, ties, bracelet charms and badges shall be decided by the Board of Trustees, and any changes will be consulted on with members. Colours - ties, bracelet charms and badges - may be worn only as provided in this Rule.

## **24. APPENDICES**

Appendix 1 – Scheme of Delegation for Decision Making

Appendix 2 – Scheme of Financial Delegation

Appendix 3 - Governance Committee Terms of Reference

Appendix 4 - Communication and Marketing Committee Terms of Reference

Appendix 5 – Competitions Committee Terms of Reference

Appendix 6 – Finance and Revenue Committee Terms of Reference

Appendix 7 - Performance Committee Terms of Reference

Appendix 8 – Venues, Coaches and Community Committee Terms of Reference

Appendix 9 – Committee Feedback Report

Appendix 10 – Kent Tennis Inter-Club League Rules

Appendix 11 - Kent Tennis Disciplinary Rules



**Appendix 1 – Scheme of Delegation for Decision Making**

**KENT TENNIS CHARITABLE INCORPORATED ORGANISATION  
SCHEME OF DELEGATION**

This scheme of delegation is part of the governance documentation, showing what authority the Board of Trustees has delegated to committees, other volunteers, or to its staff under the powers of its governing document. This document must be read in conjunction with the Constitution of Kent Tennis Charitable Incorporated Organisation (“the Organisation”).

There is a separate scheme of delegation relating to financial matters, such as committing to new expenditure.

Powers are set out in this scheme are delegated to the specific committees and any individuals unless otherwise directed or agreed by the Board of Trustees.

Delegations cannot be exercised other than by the designated committee or individuals unless otherwise directed or agreed by the Board of Trustees.

The Chair, or in their absence, one of the other 2 Officers, has power to carry out functions of the Board of Trustees in extreme circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Organisation, or a person who works for the Organisation. However, this power does not include matters relating to the alteration or approval of budget or disciplinary matters.

Version Control

<b>Version</b>	<b>Significant changes</b>	<b>Date approved</b>
version 0.2 dated 22 May 2023	Initial version	



## Governance Framework

In a charitable incorporated organisation (CIO) there is only one legal entity accountable for all the activity of that organisation. There is a constitution approved by The Charity Commission and that governs the activities of the organisation. The detail of how those responsibilities are discharged is explained in the Rules of Kent Tennis CIO, but the Board of Trustees of the Organisation is ultimately responsible for everything the CIO does.

Trustees are appointed by the members at an Annual General Meeting in accordance with the CIO constitution. New trustees may be co-opted by the Board of Trustees to serve until the next Annual General Meeting.

The CIO has 2 layers of governance; Board of Trustees and Committees that cover day-to-day management of specific areas of activity:

- Governance
- Finance & Commercial Revenue
- Venues, Coaches and Community
- Competition
- Performance
- Communications & Marketing

Each Committee will include at least one member of the Board of Trustees, and that Trustee may or may not be the Chair.

Kent Tennis CIO has a Funding Agreement with Lawn Tennis Limited (“the LTA”) whereby the LTA provides funding (“the LTA grant”) to support the delivery of a range of activities collectively known as “the core role” which are set out in Schedule 2 to the Funding Agreement.

Kent Tennis CIO undertakes other activities beyond the core role in furtherance of its charitable objectives.

The Board of Trustees must ensure the CIO achieves its charitable objectives, sign off the financial accounts and financial reporting. The Board of Trustees is also responsible for ensuring delivery of the core role and for all expenditure, both of the LTA grant and other revenue. The Board of Trustees will develop and agree The Kent Plan each year, setting out its strategic priorities for the year; it will delegate responsibility to different Committees for leading and overseeing the day-to-day delivery of activity to achieve each of those outcomes. At the same time, it will agree a budget forecast for the same year taking account of expenditure needed to achieve its strategic aims and other desired outcomes as well as manage risk within its appetite.

The Board of Trustees has delegated responsibility for the day-to-day oversight of activity within the core role to various committees as shown by the table in Table 1. Responsibilities outside the core role delegated to committees are shown in Table 2.



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Matters reserved to the Board are as follows:

- Adherence to best practice as advised by The Charity Commission
- Achieving our charitable purposes
- Reporting to The Charity Commission
- Strategic and annual planning
- Financial prioritisation and control
- Strategic risk management
- Adherence to the requirements of the LTA – e.g. The County Governance Framework
- Safeguarding
- Succession planning

All other day-to-day management and delivery of the activities of the Organisation are undertaken by the employees of the Organisation or delegated to volunteers serving on Committees in accordance with the Terms of Reference of each Committee – as documented in the appendices to the Rules of Kent Tennis CIO.



**TABLE 1 – DELEGATION OF DAY-TO-DAY MANAGEMENT OF DELIVERY OF THE CORE ROLE**

Core Role – Area of expenditure	Description of Activity	Kent Tennis Committee responsible day-to-day
Volunteering	Comply with the conditions of membership of the LTA including the County & Island Governance Framework	Board of Trustees
Volunteering	Secure and manage commercial partnerships and relationships in line with the partnership agreement	Finance & Commercial Revenue
Volunteering	Manage safeguarding within County & Island Association including appointing a County Safeguarding Officer, upholding the county safeguarding standards across all county activity, acting on key findings at a local level and reporting and safeguarding concerns to the LTA.	<p>Board of Trustees will appoint a County Safeguarding Officer. That person will ensure there is a robust framework in place supported by appropriate procedures to:</p> <ul style="list-style-type: none"> <li>- Support clubs and venues to practice high standards of safeguarding.</li> <li>- Assure safeguarding procedures are in place at competitions run by Kent Tennis</li> <li>- Ensure the safety of our players when travelling to away fixtures</li> </ul>
Volunteering	<p>Manage and deliver the LTA Tennis Awards within the County or Island Association including appointing an LTA Awards representative, promoting the LTA 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 Regional stage, putting forward a judge to take part in the Regional panel, organising County Award ceremonies or events.</p> <p>Manage the local aspect of volunteers week.</p>	Clubs, Venues & Coaches



Participation	Manage general customer troubleshooting (linked to County or Island Association specific activity), processing County or Island Association specific complaints (sent direct or via the LTA Customer Support Team).	Clubs, Venues & Coaches
Participation	Manage the local County or Island Association website and social channels (ClubSpark & external).	Communications & Marketing
Participation	Manage a support network for clubs in the county in conjunction with the LTA Regional Team.	Clubs, Venues & Coaches
Participation	Work with Coach Development Centres and LTA Workforce Development Partners to co-ordinate Qualifications & CPD locally, organise Coach Networking Events, ad hoc & local coach events/CPD, and support coaches locally as necessary.	Clubs, Venues & Coaches
Participation	Manage a Disability Development programme to include appointing an Open Court Programme Lead to set up & co-ordinate Open Court Programme activity, signposting venues to LTA Learn to access Open Your Doors training and promoting and encouraging venues to complete the monitoring and evaluation framework.	Clubs, Venues & Coaches
Competition	County & District Leagues - Manage overall competition structure, rules and regulations (in house leagues only).	Competition
Competition	County Cup - Select and manage teams in 35+ 40+ and over, Open Summer and Winter, Juniors 8u, 9u, 10u, 11u, 12u, 14u, 18u in all cases ensuring transparent team selection & management, expenses policy, travel arrangements (including safeguarding).  Manage the logistics around travel and accommodation booking and payments, alongside player and parent enquiries.	Performance
Competition	County Championships - Run Open, Senior and Junior County Championships complying with LTA guidelines.	Competition



Competition	Senior National League - Responsible for ensuring a Seniors County Organiser (SCO) is appointed and promotes the events.	Competition
Competition	LTA National league - Promote and manage LTA National League complying with LTA Guidelines, including appointing a league organiser (local).	Competition
Competition	Play Your Way To Wimbledon -  Promote and oversee events complying with LTA Guidelines, including appointing a competition organiser.	Competition
Competition	Padel County Championships -  run an event linked to existing County Championships, to raise awareness of padel across the County and encourage tennis and padel players to take part.	Competition
Performance	County Training - Co-ordinate, manage and quality assure the 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. 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.  Manage the logistics around court and coach bookings and payments, alongside player and parent enquiries. Undertake player/venue visits and attend competitions to ensure a full and clear understanding of the player base from ages 5 to 9 across the County or Island.	Performance
Performance	LTA Regional Camps - Identify and nominate players for LTA Regional Performance camps, and supporting the delivery of LTA Regional Camps.	Performance
Performance	10U Performance programme network -	Performance



	<p>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.</p> <p>Organise ad hoc &amp; 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.</p>	
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**TABLE 2 – DELEGATION OF DAY-TO-DAY MANAGEMENT OF DELIVERY OF NON-CORE ACTIVITIES**

<b>Area of expenditure</b>	<b>Description of Activity</b>	<b>Kent Tennis Committee responsible day-to-day</b>
Loan scheme	Decision to lend money to a registered venue to develop its facilities	Finance & Commercial Revenue – with a loan panel being established to review each application
Grants to players	Provision of financial support to players – of all ages and based on funding from all sources	Performance
Grants to coaches	Provision of financial support to coaches, or potential new coaches	Clubs, Venues & Coaches
Supporters Club	All arrangements for membership, subscriptions, and our offering to members	Finance & Commercial Revenue
County fees	Level of county annual registration fees	Finance & Commercial Revenue propose any changes to Board of Trustees





**Appendix 2 – Scheme of Financial Delegation**

For amounts over £100 the same person cannot pre-authorise payment **and** make the payment from a bank account or credit card.

Where pre-authorisation is required, this **must** be obtained before any commitment to the spend is made.

Amount	Pre-Authorisation to spend	Check invoice before approving and forwarding on for payment	Payment Authorisation: Coutts	Payment Authorisation: Metro Supporters Club	Payment Authorisation: Credit Card
£100 or less	Not required	LTA Councillor, Trustee or Office Team Member	Janice White	Rosemary Lee, Tony Fisher or Nigel Jordan	Janice White
£100-£1000 regular payment	Not required	LTA Councillor, Trustee or Office Team Member	Janice White	Rosemary Lee, Tony Fisher or Nigel Jordan	Janice White
£100-£1000 unusual payment	Treasurer or Board Chairman	LTA Councillor, Trustee or Office Team Member	Janice White	Rosemary Lee, Tony Fisher or Nigel Jordan	Janice White
Over £1000 for regular payment*	List authorised by Board	Trustee or Office Team Member	Janice White <b>and</b> Nigel Jordan	Nigel Jordan <b>or</b> 2 of the following: Rosemary Lee, Tony Fisher, Nigel Jordan	Janice White
Over £1000 unusual or new regular payment	Board Member and Treasurer	Trustee (who did not pre-authorise spend) or Office Team Member	Janice White <b>and</b> Nigel Jordan	Nigel Jordan <b>or</b> 2 of the following: Rosemary Lee, Tony Fisher, Nigel Jordan	Janice White
Significant payments over £5k	At Board Meeting or by at least 5 Trustees outside meeting.	2 x Trustee or Board Member and 1 Office Team Member	Janice White <b>and</b> Nigel Jordan	Nigel Jordan <b>or</b> 2 of the following: Rosemary Lee, Tony Fisher, Nigel Jordan	Janice White

\*Refer to list of regular payments over £1000



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Appendix 3 - Governance Committee Terms of Reference

# TERMS OF REFERENCE

## KENT TENNIS GOVERNANCE COMMITTEE

Updated: February 2024 (to be reviewed annually in January)

### 1. Introduction & background

The Kent Tennis Governance Committee is one of several committees reporting into the Kent Tennis Board of Management. This is a new structure introduced during 2022 to support the restructure of Kent Tennis as it moves towards becoming a Charitable Incorporated Organisation.

Ensuring the appropriate governance is in place in Kent Tennis is key to ensure the organisation conducts its business in line with the requirements of LTA Governance Framework and the Charities Commission, as well as good business practice. Although overall responsibility lies with the Board of Management collectively, the Governance Committee has delegated activity and actions to assist the Board in meeting its required objectives.

### 2. Objectives

The Governance Committee's overall objectives are:

- **DELIVERY** – to ensure all aspects of Kent Tennis are delivered with the appropriate governance, which meets the requirements of both the LTA framework and rules of the Charities Commission. This includes the mitigation of conflicts of interest, recruitment processes that encourage inclusion and diversity and defined decision making procedures.
- **DEVELOP** – to develop and maintain the appropriate rules and structures under the CIO, including management information to indicate where the rules and governance may not be appropriately followed.
- **MANAGE** – to manage the implementation of controls that ensure the governance processes are followed, and that the management information produced is reviewed and appropriate actions taken. Ensure that all volunteers understand the requirements of the governance processes and adhere to them.
- **ENGENDER THE KENT TENNIS SPIRIT** – ensure that the governance processes encourage and support innovation in tennis venues across Kent and display the county spirit.

### 3. Membership

Membership of the committee will be via invitation by the Board of Management and the Chair. The Board of Management will appoint the Chair. The committee will consist of the Chair, the leads of each area covered, members of the Office Team, and a small number of volunteers to help deliver across the different mediums.

The quorate for each meeting will be at least five members of the Committee.

Current members are:



- Charlotte Cornell (Chair & Hon Secretary)
- Jane Parish (Kent Tennis Operations Manager)
- Phil Lynch (Kent Tennis Governance & Sponsorship Officer)
- Jason Baker (former Secretary)
- Nigel Jordan (Chair of the Board & Treasurer)
- John Darby (Life Vice-President)
- *Vacancy (Legal Representative)*

Board advisers will be optional invitees to meetings only.

All meetings must be organised in line with the Rules of Association and CIO.

If the Chair cannot attend a meeting, they should appoint a deputy to chair. After agreement with the Chair of the Committee if members cannot attend a meeting, they may send a suitable deputy to represent their area of responsibility.

## 4. Scope & responsibility

**In Scope** - The Governance Committee ensures the appropriate structures, rules, policies and procedures are in place to enable the Board and Trustees under the CIO to discharge their liabilities, both in relation to the LTA Governance Framework and the Charities Commission regulations going forwards.

KEY AREAS	RESPONSIBILITIES	WHO
Rules	Develop the rules of the CIO ensuring that they meet the requirements of both the County Governance Framework and the Charities Commission, and are in line with the CIO Constitution. Ensure the rules are reviewed annually so that they remain fit for purpose and in line with changes to the requirements. Any changes should be approved by the Board of Trustees and the voting members of Kent Tennis.	Governance Comm Chair, Secretary and Treasurer
Policies and Procedures	Ensure the organisation has the appropriate policies and procedures in place, and that they are regularly reviewed to ensure they remain fit for purpose. The output of the review, including any changes, should be agreed by the Board of Management. Any new volunteers should be trained on the policies and procedures, and existing volunteers made aware of any changes.	Governance Comm Chair and Kent Tennis Manager
County Governance Framework	Ensure the effective compliance with the County Governance Framework, including the funding provided is used to provide the appropriate and allowable activities. If there are potential breaches of the framework, ensure they are identified as soon as they happen and rectified promptly.	Kent Tennis Manager, Treasurer and Chair of the Board
Board and Committee Structure and Operation	Ensure that the structure of the Board and Committees covers all aspects of Kent Tennis and the authority for decision making is clear. There should also be appropriate reporting and escalation procedures between the Board and Committees and mechanisms to detect if these are not being	Governance Comm Chair, Chair of the Board



	adhered to. Volunteers must be made aware of the procedures.	
CIO Implementation	Ensure that the appropriate governance is in place for the move to the CIO, including appropriate approval from the Board of Management. Ensure that the governance framework is documented and understood by key volunteers.  Ensure that the governance is reviewed on an annual basis to ensure it remains fit for purpose.	Governance Comm Chair, Treasurer
Legal and Discipline	Ensure that the organisation is operating with the appropriate legal framework. Ensure the required legal advice is available to the Board of Management and other Committees. Ensure that any discipline matters and complaints are appropriately dealt with by the organisation.	Legal Rep

**The Key Deliverable** would be the **Kent Tennis Governance Plan**. This is to be reviewed each year, following agreement of the overall annual Kent Tennis Plan by the Board of Management, to ensure items from the Kent Tennis Plan requiring governance support are incorporated into the Governance Plan. Given its importance the governance framework and all its elements should be approved by the Board of Management.

#### Out of scope

The following items are out of scope of the Governance Committee:

- Oversight of Bromley Tennis Centre
- Oversight of the risk register
- Safeguarding
- Wimbledon tickets
- Inclusion and Diversity
- Managing staff

## 5. Meeting arrangements

**Frequency:** Quarterly meetings (more often if required) with dates to be agreed at the first meeting.

**Venue:** Meetings to be in the meeting room at Bromley Tennis Centre or via Zoom (or both using Owl Meeting Pro), as agreed with attendees.

**Record of meetings:** Actions and Decisions Logs to be maintained as a record.

**Reporting:** A brief update of the committee’s key work, actions and decisions, will be provided to the Board of Management in advance of each Board meeting, along with anything that the committee requires Board to discuss or approve. Format of report to be standardised across all Committees reporting into Board.

## 6. Authority levels

**Actions & Decision Making:** The Governance Committee has authority to discuss, review and act on all governance matters within the scope and objectives of this Terms of Reference. Any changes to the



Governance Framework must be approved by the Board of Management. If a matter is considered to be out of scope of this committee, and a decision or action required, then this will be reported to the Board of Management (or, on occasions, the relevant committee) for their action.

**Financial:** Kent Tennis has a payment procedures policy which allows for any new spend up to £100 to be approved at committee level. Any regularly recurring payments over £100 to £1,000 can also be authorised at committee level. Any new spend over £100 or recurring payments over £1,000 requires Board approval. Please table below:

Amount	Pre-Authorisation to spend	Check invoice before approving and forwarding on for payment
£100 or less	Not required	Councillor, Board Member or Office Team Member
£100-£1000 regular payment	Not required	Councillor, Board Member or Phil Lynch or Janice White
£100-£1000 new or unusual payment	Treasurer or Board Chairman	Councillor, Board Member or Office Team Member
Over £1000 for regular payment*	List authorised by Board/ Council	Board Member or Office Team Member
Over £1000 unusual or 1 <sup>st</sup> time payment	Board Member and Treasurer	Board Member (who did not pre-authorise spend) or Office Team Member

## 7. Review

This document to be reviewed annually, following the Annual General Meeting and creation of the annual Kent Tennis Plan.



**KENT**  
TENNIS

## Appendix 4 - Communication and Marketing Committee Terms of Reference

# TERMS OF REFERENCE

## KENT TENNIS COMMUNICATIONS COMMITTEE

Updated: 6 May 2023 (*to be reviewed annually in January*)

### 1. Introduction & background

The Kent Tennis Communications Committee is one of several committees reporting into the Kent Tennis Board of Management. This is a new structure introduced during 2022 to support the restructure of Kent Tennis as it moves towards becoming a Charitable Incorporated Organisation.

Accurate, timely and well-written communication is vital to help Kent Tennis deliver on its key priorities and challenges. Although overall responsibility lies with the Board of Management collectively, the Communications Committee has delegated activity and actions to assist the Board in meeting its required objectives.

### 2. Objectives

The Communications Committee's overall objectives are:

- **SUPPORT** – ensuring everyone knows and can access all the support Kent Tennis provides to tennis within Kent – players, volunteers and staff involved in any capacity, clubs and venues as well as community programmes, and of course, supporters, officials and coaches; encouraging the exchange of ideas; explaining changing circumstances (e.g. COVID-19 restrictions); reinforcing safeguarding messages; help with ClubSpark; coach and workforce development, good practice in governance.
- **PROMOTE** - new LTA initiatives and funding opportunities; good practice and sound governance to club & venues; changes to courses such as Young Leaders; benefits of an inclusive & diverse sport; tennis to a new audience (both players and spectators).
- **ENGAGE** – explain registration and calls for competition entries; extolling the virtues of volunteering and rewarding volunteers through encouraging awards nominations and other forms of recognition.
- **ENGENDER THE KENT TENNIS SPIRIT** – report on Kent County players and teams, as well as clubs and local leagues; showcasing all the things that help create a sense of belonging in the reader; encourage people to watch or get involved.

### 3. Membership

Membership of the committee will be via invitation by the Board of Management and the Chair. The Board of Management will appoint the Chair. The committee will consist of the Chair, the leads of each area, members of the Office Team, and a small number (*to be defined*) of volunteers to help deliver across the different mediums.

Current members are:



Clare Lilley (Chair)

Phil Lynch

Steve D’Almeida

Vanessa Webb

Janice White

Anna Wilson

Board advisers will be optional invitees to meetings only.

## 4. Scope & responsibility

**In Scope** - The competitions committee manages delivery of communications through various mediums, as described in the table below.

<b>MEDIUM</b>	<b>COMMENTS</b>	<b>WHO</b>
Email	direct communications to targeted audiences, whether clubs & venues, parks, schools or community sites; coaches, safeguarding officers, officials, volunteers, Board & Councillors	Office team
Face to face & video meetings	such as coffee mornings, forums, Coach and Officials Networks, Safeguarding events	Office team and Board
Website	for everyone – a library providing reference information and stored news items, as well as links to other online resources, such as LTA, Sport England etc. Articles in greater depth that are not necessarily “instant” news.	Office team
Social media	the very latest, almost instant news, often highly visual and brief and the route by which we reach those not currently on our mailing list; Kent and national news.	Office team and 1 key volunteer
KLT magazine	every 4-6 weeks by email /mail chimp, supporting those not on social media. 2-3 items of news from last month and promoting what is coming up. Often greater depth will be available on the website.	Graham Silvester
Annual Review and other printed material	for the year’s summary and to create our historical archive – digital for most and hard copy for “the few”. Awards Dinner publication.	Phil Lynch
TV and Press	TV would be rare but using press articles to underpin visibility of what is happening around the county – partly to promote a sense of belonging to the Kent tennis family and also to increase visibility of tennis to others.	Vanessa Webb (with Board review by Anna Wilson)

**The Key Deliverable** would be the **Kent Tennis Communications Plan**. This is to be reviewed each year, following agreement of the annual Kent Tennis Plan by the Board of Management, to ensure items from the Kent Tennis Plan requiring Communications Committee support are incorporated into the Communications Plan.



**Out of scope** items not agreed through Communications Committee would be those operational emails, papers etc notes required to keep Board, Council, and other committees running on a day to day basis.

## 5. Meeting arrangements

**Frequency:** Bi-monthly meetings (more often if required) on dates to be agreed at first meeting. Sub-groups or committees (i.e., KLT), managed by that area’s lead.

**Venue:** Meetings to be in the meeting room at Bromley Tennis Centre or via Zoom (or both using Owl Meeting Pro), as agreed with attendees.

**Record of meetings:** Actions and Decisions Logs to be maintained as a record.

**Reporting:** A brief update of the committee’s key work, actions and decisions, will be provided to the Board of Management in advance of each Board meeting, along with anything that the committee requires Board to discuss or approve. Format of report to be standardised across all Committees reporting into Board.

## 6. Authority levels

**Actions & Decision Making:** The Communications Committee has authority to discuss, review and act on all communications matters within the scope and objectives of this Terms of Reference. If a matter is considered is out of scope of this committee, and a decision or action required, then this will be reported to the Board of Management (or, on occasions, the relevant committee) for their action.

**Financial:** Kent Tennis has a payment procedures policy which allows for any new spend up to £100 to be approved at committee level. Any regularly recurring payments over £100 to £1,000 can also be authorised at committee level. Any new spend over £100 or recurring payments over £1,000 requires Board approval. Please table below:

Amount	Pre-Authorisation to spend	Check invoice before approving and forwarding on for payment
£100 or less	Not required	Councillor, Board Member or Office Team Member
£100-£1000 regular payment	Not required	Councillor, Board Member or Phil Lynch or Janice White
£100-£1000 new or unusual payment	Treasurer or Board Chairman	Councillor, Board Member or Office Team Member
Over £1000 for regular payment*	List authorised by Board/ Council	Board Member or Office Team Member





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Over £1000 unusual  
or 1<sup>st</sup> time payment

Board Member and  
Treasurer

Board Member (who did not pre-authorise spend) or  
Office Team Member

## 7. Review

This document to be reviewed annually, following the Annual General Meeting and creation of the annual Kent Tennis Plan.



**KENT**  
TENNIS

## Appendix 5 – Competitions Committee Terms of Reference

# TERMS OF REFERENCE

## KENT TENNIS COMPETITIONS COMMITTEE

Updated: February 2024 (*to be reviewed annually in January*)

### 8. Introduction & background

The Kent Tennis Competitions Committee is one of several committees reporting into the Kent Tennis Board of Management. This is a new structure introduced during 2022 to support the restructure of Kent Tennis as it moves towards becoming a Charitable Incorporated Organisation.

Delivery of our competitions, including the inter-club leagues, schools competitions and county championships is vital to help Kent Tennis achieve its key priorities and objectives. Although overall responsibility lies with the Board of Management collectively, the Competitions Committee has delegated activity and actions to assist the Board in meeting its required objectives.

### 9. Objectives

The Competitions Committee's overall objectives are:

- **DELIVERY** – to ensure all competitions run by Kent Tennis deliver the intended outcomes, including positive feedback from players, parents, officials and coaches. This should be aligned with the national strategy and competition framework and priorities set by the LTA and a co-ordinated approach developed.
- **DEVELOP** – to develop our competition organisers and officials so that they can deliver the competitions run by the county to the expected standard. This includes the appropriate framework and material to support the organisers and officials.
- **MANAGE** – to manage and regularly review our competition offering to ensure it offers opportunities for all to participate and remains appropriate to the changing needs and wishes of our player base.
- **ENGENDER THE KENT TENNIS SPIRIT** – to communicate all necessary information and report on our competitions such that it projects a strong record of Kent Tennis' competitions and county spirit.

### 10. Membership

Membership of the committee will be via invitation by the Board of Management and the Chair. The Board of Management will appoint the Chair. The committee will consist of the Chair, the leads of each area covered, members of the Office Team, and a small number of volunteers to help deliver across the different mediums.

Current members are:

Jason Baker (Chair)

Nigel Jordan (Board representative)

Graham Silvester (Officials representative)

Andy Lucey (Officials representative)

Luke Hoffman (Adult Player Rep)



Karen Hodgson (Schools Competitions Rep)

Siobhan Butler (Competitions & Performance Co-ordinator)

Lisa King (District Association representative)

Vanessa Webb (District Association representative and Competition Organiser)

Keeley Wicks (Kent Inter-club League representative)

Board advisers will be optional invitees to meetings only.

## 11. Scope & responsibility

**In Scope** - The Competitions Committee manages delivery of competitions across a number of key areas, as described in the table below.

KEY AREAS	RESPONSIBILITIES	WHO
Kent Inter-Club Leagues	Ensure the effective delivery of the Winter and Summer Kent Inter-Club Leagues and that the provision of all necessary support and administration is in place. Carry out a regular review of the leagues to ensure they continue to deliver the offering that clubs want.	Kent League Organisers and Comps Coord
National League for Kent	Ensure the effective delivery of the National League for Kent and that the provision of all necessary support and administration is in place. Carry out a regular review of the leagues to ensure they continue to deliver the offering that clubs want and meet the LTA requirements.	Competitions Comm Chair and Comps Coord
Schools Competitions	Ensure the effective delivery of the Kent Schools Competitions and that the provision of all necessary support and administration is in place. Carry out a regular review of the competitions to ensure they continue to deliver the offering that schools want and meet the LTA requirements.	Schools Rep and Comps Coord
County Championships	Ensure the effective delivery of the County Championships and that the provision of all necessary support and administration is in place. If the organising is shared with a third party, ensure that there is adequate oversight of the partner organisation. Carry out a regular review of the Championships to ensure they continue to deliver the offering that players want and meet the LTA competitions strategy and framework.	Competitions Comm Chair and Comps Coord



Other Competitions	Ensure the effective delivery of other competitions run by Kent Tennis, eg the Seniors Singles and Doubles and Play Your Way to Wimbledon County Finals, and that the provision of all necessary support and administration is in place. Carry out a regular review of the competitions to ensure they continue to deliver the offering that players want and meet the LTA requirements.	Schools Rep and Comps Coord
Knowledge and Training	Ensure that competition organisers and officials have the appropriate knowledge and training to manage the running of Kent Tennis competitions to the standard and manner expected, including the LTA requirements.	CPM and Coaching Rep
Resourcing and Funding	Continually review the level of resourcing and funding that is required for Kent to deliver on all its competition priorities and activities and recommend to the Board (as part of the annual Kent Competitions Plan) on what will be required and highlight any changes.	Competitions Comm Chair and Kent Tennis Manager

**The Key Deliverable** would be the **Kent Tennis Competitions Plan**. This is to be reviewed each year, following agreement of the overall annual Kent Tennis Plan by the Board of Management, to ensure items from the Kent Tennis Plan requiring Competitions Committee support are incorporated into the Competitions Plan.

**Out of scope** – all items and matters relating to the performance of players in competitions, and the resulting selection for county teams.

## 12. Meeting arrangements

**Frequency:** Bi-monthly meetings (more often if required) on dates to be agreed at first meeting.

**Venue:** Meetings to be in the meeting room at Bromley Tennis Centre or via Zoom (or both using Owl Meeting Pro), as agreed with attendees.

**Record of meetings:** Actions and Decisions Logs to be maintained as a record.

**Reporting:** A brief update of the committee’s key work, actions and decisions, will be provided to the Board of Management in advance of each Board meeting, along with anything that the committee requires Board to discuss or approve. Format of report to be standardised across all Committees reporting into Board.

## 13. Authority levels

**Actions & Decision Making:** The Competitions Committee has authority to discuss, review and act on all competition matters within the scope and objectives of this Terms of Reference. If a matter is considered to be out of scope of this committee, and a decision or action required, then this will be reported to the Board of Management (or, on occasions, the relevant committee) for their action.



**Financial:** Kent Tennis has a payment procedures policy which allows for any new spend up to £100 to be approved at committee level. Any regularly recurring payments over £100 to £1,000 can also be authorised at committee level. Any new spend over £100 or recurring payments over £1,000 requires Board approval. Please table below:

<b>Amount</b>	<b>Pre-Authorisation to spend</b>	<b>Check invoice before approving and forwarding on for payment</b>
£100 or less	Not required	Councillor, Board Member or Office Team Member
£100-£1000 regular payment	Not required	Councillor, Board Member or Phil Lynch or Janice White
£100-£1000 new or unusual payment	Treasurer or Board Chairman	Councillor, Board Member or Office Team Member
Over £1000 for regular payment*	List authorised by Board/ Council	Board Member or Office Team Member
Over £1000 unusual or 1 <sup>st</sup> time payment	Board Member and Treasurer	Board Member (who did not pre-authorise spend) or Office Team Member

## 14. Review

This document to be reviewed annually, following the Annual General Meeting and creation of the annual Kent Tennis Plan.



**KENT**  
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Appendix 6 – Finance and Commercial Revenue Committee Terms of Reference

# TERMS OF REFERENCE

## KENT TENNIS FINANCE COMMITTEE

Created: February 2024 (*to be reviewed annually in January*)

### 1. Introduction & background

The Kent Tennis Finance Committee is one of several committees reporting into the Kent Tennis Board of Management. This is a new structure introduced during 2022 to support the restructure of Kent Tennis as it moves towards operating as a Charitable Incorporated Organisation.

Generating and managing our finances is vital to help Kent Tennis deliver on its key priorities and objectives. Although overall responsibility for financial stability rests with the Board of Management collectively, the Finance Committee has delegated authority and actions to assist the Board in discharging its responsibilities.

### 2. Objectives

The Finance Committee's overall objectives are:

- **DELIVERY** – day-to-day management of our financial arrangements; constant emphasis on obtaining maximum value for money and seeking cost efficiencies; supporting all areas of Kent Tennis with an even-handed approach to how funding should be allocated.
- **DEVELOP** – new and existing sources of income to ensure Kent Tennis continues to be able to afford to innovate and lead the way;
- **MANAGE** – our receipts and payments, our credit cards and banking arrangements, the relationship with our bookkeeper and reporting accountants;
- **ENGENDER THE KENT TENNIS SPIRIT** – by ensuring funding is allocated to activities that help highlight the very best of what Kent Tennis achieves and inspire young players in particular to fulfil their potential.

### 3. Membership

Membership of the committee will be via invitation from the Board of Management. The Treasurer will be the Chair. The committee will consist of the Treasurer, the leads of each area, members of the Office Team, and a small number (*to be defined*) of volunteers to help deliver across the different mediums.

Current members are:

Nigel Jordan (Chair)

Keith Gill (sponsorship)

Janice White (office team)

Paul Obey

Tony Fisher (Supporters Club)

*Vacancy* (fundraising)



Board advisers will be optional invitees to meetings only.

## 4. Scope & responsibility

- Overall management of all income and expenditure, including determining processes and procedures across the organisation, maintenance of accounting records and formulating proposals to the Board of Management for delegating limited authority to others;
- Financial risk management plus wider co-ordination of the Risk Register for the whole organisation;
- Liaison with the LTA on funding, including providing data and reports in line with the LTA's Funding Model;
- Proactive generation of other income, from sponsorship, Supporters Club, grant funding and other fundraising activity;
- Timely payment of invoices, salaries, pension contributions;
- Production of an overall budget as part of the Kent Tennis Annual Plan, with proposals for funding to be allocated to priority deliverables and core activities funded by the LTA annual grant;
- Establishment and maintenance of a Reserves Policy;
- Providing financial updates to the Board of Management and Council throughout the year;
- Promotion and management of the County Loan Scheme for clubs and venues, including the formation of a scrutiny panel for each new loan application.

**Out of scope:** the criteria on which players are selected to receive personal funding from Kent Tennis.

## 5. Meeting arrangements

**Frequency:** Bi-monthly meetings (more often if required) on dates to be agreed at first meeting.

**Venue:** Meetings to be in the meeting room at Bromley Tennis Centre or via Zoom (or both using Owl Meeting Pro), as agreed with attendees.

**Record of meetings:** Actions and Decisions Logs to be maintained as a record.

**Reporting:** A brief update of the committee's key work, actions and decisions, will be provided to the Board of Management in advance of each Board meeting, along with anything that the committee requires Board to discuss or approve. Format of report to be standardised across all Committees reporting into Board.

## 6. Authority levels

**Actions & Decision Making:** The Finance Committee has authority to discuss, review and act on all financial matters within the scope and objectives of this Terms of Reference. If a matter is considered to be out of scope of this committee, and a decision or action required, then this will be reported to the Board of Management (or, on occasions, the relevant committee) for their action.

**Financial:** Kent Tennis has a payment procedures policy which allows for any new spend up to £100 to be approved at committee level. Any regularly recurring payments over £100 to £1,000 can also



be authorised at committee level. Any new spend over £100 or recurring payments over £1,000 requires Board approval.

Please see the table below:

<b>Amount</b>	<b>Pre-Authorisation to spend</b>	<b>Check invoice before approving and forwarding on for payment</b>
£100 or less	Not required	Councillor, Board Member or Office Team Member
£100-£1000 regular payment	Not required	Councillor, Board Member or Office Team Member
£100-£1000 new or unusual payment	Treasurer or Board Chairman	Councillor, Board Member or Office Team Member
Over £1000 for regular payment*	List authorised by Board/ Council	Board Member or Office Team Member
Over £1000 unusual or 1 <sup>st</sup> time payment	Board Member and Treasurer	Board Member (who did not pre-authorise spend) or Office Team Member

## 7. Review

This document to be reviewed annually, following the Annual General Meeting and creation of the annual Kent Tennis Plan.





**KENT**  
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Appendix 7 - Performance Committee Terms of Reference

# TERMS OF REFERENCE

## KENT TENNIS PERFORMANCE COMMITTEE

Updated: February 2024 (*to be reviewed annually in January*)

### 1. Introduction & background

The Kent Tennis Performance Committee is one of several committees reporting into the Kent Tennis Board of Management. This is a new structure introduced during 2022 to support the restructure of Kent Tennis as it moves towards becoming a Charitable Incorporated Organisation.

Delivery of our performance tennis programmes, the development of our performance players and management of our county teams is vital to help Kent Tennis achieve its key priorities and objectives. Although overall responsibility lies with the Board of Management collectively, the Performance Committee has delegated activity and actions to assist the Board in meeting its required objectives.

### 2. Objectives

The Performance Committee's overall objectives are:

- **DELIVERY** – to ensure all performance tennis programmes and the coaching workforce deliver an effective set of performance outcomes and training courses across the county. This should be aligned with the national strategy (player pathway) and performance priorities set by the LTA and a co-ordinated approach developed. Ensure that a sustainable funding model is in place to support such delivery.
- **DEVELOP** – to develop of our leading performance junior players and county team players and ensuring suitable support (financial and otherwise) and coaching programmes are in place for them
- **MANAGE** – to oversee the selection, management and administration of all aspects of our county teams is undertaken and that we are providing the necessary guidance and support (financial and otherwise) to both captains and teams
- **ENGENDER THE KENT TENNIS SPIRIT** – to provide all necessary information and reporting on the activities of our players and teams such that it projects a strong record of Kent Tennis' successes and county spirit.

### 3. Membership

Membership of the committee will be via invitation by the Board of Management and the Chair. The Board of Management will appoint the Chair. The committee will consist of the Chair, the leads of each area, members of the Office Team, and a small number (*to be defined*) of volunteers to help deliver across the different mediums.

Current members are:

Malcolm Smith (Chair)

Craig Allen (County Performance Manager)

John Watton (Seniors Teams)

Jacqueline Darby (Adult teams)

Siobhan Butler (Competitions & Performance Co-Ordinator)



Simon Grieve (Junior Coach)

Alistair Filmer (Performance Tennis)

## 4. Scope & responsibility

**In Scope** - The Performance Committee manages delivery of performance activities across a number of key areas, as described in the table below.

KEY AREAS	RESPONSIBILITIES	WHO
County Training	Ensure the effective delivery of County Training and that the provision of all necessary support and administration is taking place	CPM and Comps Coord.
Kent Teams	Oversee the selection process for teams and providing team captains with the necessary support and guidance (e.g., Captains Guide). Consider also where necessary appropriate candidates for team captaincy across all age ranges and teams and making recommendations to the Board. Oversee all team's performance and results and ensure adequate reporting of these results	Chair, CPM and Comps Coord.
Player Development and Funding	Identification of our leading performance players and in consultation with their respective coaches ensuring an effective pathway and level of support is in place. Consideration, as part of this, of cases where individual player funding is warranted, and convening the Player Funding Panel to consider recommendations for funding	CPM and Player Funding Panel
Performance Programmes	Maintaining an oversight of the various performance programmes that are being delivered across the county/clubs and across the different age groups. Ensure alignment with the LTA strategy and approach. Particular support given to the growing number of 10U programmes across the county and reporting back to the LTA regarding potential programmes that could meet the criteria to become LTA 10U Performance Programmes	CPM
Coach Links	Ensure that all Level 4 and 5 coaches have access to the LTA Performance Coach's Institute and encourage participation	CPM
Coach Accreditation	Ensure Kent is working in line with the national coach accreditation framework and courses and qualifications are widely known and understood	CPM and Coaching Rep
Resourcing and Funding	Continually review the level of resourcing and funding that is required for Kent to deliver on all its performance priorities and activities and recommend (as part of the	Chair, CPM and Comps Coord.



	annual Performance Plan) to the Board on what will be required and highlight any changes	
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**The Key Deliverable** would be the **Kent Tennis Performance Plan**. This is to be reviewed each year, following agreement of the overall annual Kent Tennis Plan by the Board of Management, to ensure items from the Kent Tennis Plan requiring Performance Committee support are incorporated into the Performance Plan.

**Out of scope** – all items and matters relating to the running and organising of competitions or associated with competition officials and rules.

## 5. Meeting arrangements

**Frequency:** Bi-monthly meetings (more often if required) on dates to be agreed at first meeting.

**Venue:** Meetings to be in the meeting room at Bromley Tennis Centre or via Zoom (or both using Owl Meeting Pro), as agreed with attendees.

**Record of meetings:** Actions and Decisions Logs to be maintained as a record.

**Reporting:** A brief update of the committee’s key work, actions and decisions, will be provided to the Board of Management in advance of each Board meeting, along with anything that the committee requires Board to discuss or approve. Format of report to be standardised across all Committees reporting into Board.

## 6. Authority levels

**Actions & Decision Making:** The Performance Committee has authority to discuss, review and act on all performance matters within the scope and objectives of this Terms of Reference. If a matter is considered to be out of scope of this committee, and a decision or action required, then this will be reported to the Board of Management (or, on occasions, the relevant committee) for their action.

**Financial:** Kent Tennis has a payment procedures policy which allows for any new spend up to £100 to be approved at committee level. Any regularly recurring payments over £100 to £1,000 can also be authorised at committee level. Any new spend over £100 or recurring payments over £1,000 requires Board approval. Please table below:

Amount	Pre-Authorisation to spend	Check invoice before approving and forwarding on for payment
£100 or less	Not required	Councillor, Board Member or Office Team Member
£100-£1000 regular payment	Not required	Councillor, Board Member or Phil Lynch or Janice White
£100-£1000 new or unusual payment	Treasurer or Board Chairman	Councillor, Board Member or Office Team Member



Over £1000 for regular payment*	List authorised by Board/ Council	Board Member or Office Team Member
Over £1000 unusual or 1 <sup>st</sup> time payment	Board Member and Treasurer	Board Member (who did not pre-authorise spend) or Office Team Member

## 7. Review

This document to be reviewed annually, following the Annual General Meeting and creation of the annual Kent Tennis Plan.



**KENT**  
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Appendix 8 – Venues, Coaches and Community Committee Terms of Reference

## TERMS OF REFERENCE

### KENT TENNIS VENUES, COACHES AND COMMUNITY COMMITTEE

Updated: February 2024 (*to be reviewed annually in January*)

#### 1. Introduction & background

The Kent Tennis Venues, Coaches and Community Committee is one of several committees reporting into the Kent Tennis Board of Management. This is a new structure introduced during 2022 to support the restructure of Kent Tennis as it moves towards becoming a Charitable Incorporated Organisation.

Support for our Venues and Community Clubs and supporting the development of tennis within these managed and voluntary clubs is vital to help Kent Tennis achieve its key priorities and objectives. Although overall responsibility lies with the Board of Management collectively, the Venues, Coaches and Community Committee has delegated activity and actions to assist the Board in meeting its required objectives.

#### 2. Objectives

The Venues, Coaches and Community Committee's overall objectives are:

- **DELIVERY** – to ensure that all venues and community venues deliver an effective set of tennis activities which align to the national strategy (opening tennis up) set by the national team and implemented by the South East Team supported by the Venues, Coaches and Community Committee ensures there is a sustainable funding model in place to support such delivery.
- **DEVELOP** – the committee working with the South East Team will ensure there is sufficient support in helping venues and community clubs to develop and deliver their programmes.
- **MANAGE** – to ensure that the necessary guidance is provided enabling venues to grow their programme.
- **ENGENDER THE KENT TENNIS SPIRIT** – to provide all necessary information and reporting on the activities of our players and teams such that it projects a strong record of Kent Tennis' successes and county spirit.

#### 3. Membership

Membership of the committee will be via invitation by the Board of Management and the Chair. The Board of Management will appoint the Chair. The committee will consist of the Chair, the leads of each area, members of the Office Team, and a small number (*to be defined*) of volunteers to help deliver to venues.

Current members are:

Andy Candler (Chair)

Janice White (Club & Coach Engagement Co-ordinator)

Tom Defrates (Disability Tennis)

Anna Wilson (Board Member, Padel & Projects)

Luke House (Coaches Network)



Mary Evans (Kent Tennis Awards, Schools Tennis)

Sarah Langford (Kent Venue Rep 1 - BTC)

Mimi Hoffman (Kent Venue Rep 2 – Horsmonden)

Emma Nelson (Kent Venue Rep 3 – Oakwood TC)

Vacancy (Kent Venue Rep 4)

Members of committee may be invited to Board Meetings as required.

## 4. Scope & responsibility

**In Scope** - The Venues, Coaches and Community Committee manages delivery of zoom or face to face meetings across a number of key areas, as described in the table below.

KEY AREAS	RESPONSIBILITIES	WHO
Venue /Community Support	Providing information on LTA initiatives and supporting clubs/communities in their delivery. Supporting venues in sign posting funding opportunity. Keeping all updated with Kent led initiatives.	Chair, Office team
Diversity & Inclusion	Supporting our clubs and communities in developing procedures to increase the awareness of diversity and how it can be used to enhance the work within our clubs/communities.	Chair, Anna Wilson, Office Team
Venue Registration	Support the LTA Regional Team in facilitating venues and communities registering with the National Body and Kent Tennis.	Office team
Kent Tennis Day	Promote and support all aspects of the Kent Tennis Day delivered by the Kent Tennis Club of the Year.	Chair, Office Team
Volunteers	Support all volunteers across the county in delivering quality programmes accessible to members and the wider community. To thank all volunteers especially during National Volunteer Week for the work carried out within our clubs/communities.	Chair, Office Team, Anna Wilson
LTA Awards	Promote National LTA Awards and ensure delivery of Awards Ceremony.	Mary Evans, Chair, Office Team
Coaches	Provide tools through Coach Network to support clubs & venues to grow their workforce including use of Tennis Leaders.  Support initiatives to encourage more female coaches within our clubs/communities.	Luke House, Office Team
Disability Tennis	Promote & support disability programmes across our venues/communities and encourage coaches to deliver	Tom Defrates, Office Team



	inclusive programmes which the LTA National Body and Kent Tennis promote	
Youth Development	Increase youth engagement, developing a Youth Group and supporting clubs/communities in increasing the voice of younger members.	TBC
Padel	Increase knowledge & awareness of Padel tennis & support venues with relevant information in developing their facilities.	Anna Wilson
Environmental	Consider how we can support tennis across the county to become more environmentally sustainable.	Anna Wilson

**The Key Deliverable** would be the overall management and support of clubs/communities within Kent inline with the Kent Tennis Plan and LTA initiatives, making sure tennis is “Opened up” across the county. To ensure that key financial resources are targeted, maximising highest possible return. Maintaining lines of Communication with the Board of Management in providing accurate information in helping support future development plans. To ensure that stakeholders receive the support to enable them to deliver and grow tennis in their environments.

**Out of scope –**

## 5. Meeting arrangements

**Frequency:** Termly, 3 times a year (more often if required) on dates to be agreed at first meeting.

**Venue:** Meetings to be via Zoom as agreed with attendees.

**Record of meetings:** Actions and Decisions Logs to be maintained as a record.

**Reporting:** A brief update of the committee’s key work, actions and decisions, will be provided to the Board of Management in advance of each Board meeting, along with anything that the committee requires Board to discuss or approve. Format of report to be standardised across all Committees reporting into Board.

## 6. Authority levels

**Actions & Decision Making:** The Venues, Coaches and Community Committee has authority to discuss, review and act on all venue, coaches and community matters within the scope and objectives of this Terms of Reference. If a matter is considered to be out of scope of this committee, and a decision or action required, then this will be reported to the Board of Management (or, on occasions, the relevant committee) for their action.

**Financial:** Kent Tennis has a payment procedures policy which allows for any new spend up to £100 to be approved at committee level. Any regularly recurring payments over £100 to £1,000 can also be authorised at committee level. Any new spend over £100 or recurring payments over £1,000 requires Board approval. Please table below:



Amount	Pre-Authorisation to spend	Check invoice before approving and forwarding on for payment
£100 or less	Not required	Councillor, Board Member or Office Team Member
£100-£1000 regular payment	Not required	Councillor, Board Member or Office Team Member
£100-£1000 new or unusual payment	Treasurer or Board Chairman	Councillor, Board Member or Office Team Member
Over £1000 for regular payment*	List authorised by Board/ Council	Board Member or Office Team Member
Over £1000 unusual or 1 <sup>st</sup> time payment	Board Member and Treasurer	Board Member (who did not pre-authorise spend) or Office Team Member

## 7. Review

This document to be reviewed annually, following the Annual General Meeting and creation of the annual Kent Tennis Plan.





Appendix 9 – Committee Feedback Report

**KENT TENNIS [     ] COMMITTEE NOTES/FEEDBACK/REPORT**

<b>Date:</b>	
<b>Chair:</b>	
<b>Zoom link</b>	

**Attendees:**

<b>Name</b>	<b>Role or Focus</b>	<b>Attended – or apologised for absence</b>

	<b>Agenda items</b>	<b>Key discussion points &amp; decisions</b>
1		
2		
3		
4		
5		
6		
7		
8		

**Review of previous notes and actions arising:**

<b>Date recorded</b>	<b>Action</b>	<b>Who</b>	<b>Target date</b>	<b>Update</b>



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**ADVICE/ PERMISSIONS/SUPPORT - REQUESTED FROM BOARD**

Date	Item	Decision, advice or support requested
	<i>Explanation to be entered here in sufficient detail for reader to arrive at their opinion ahead of the Board meeting</i>	

**FUTURE MEETINGS AND AGENDA ITEMS**

Date	Item



# REGULATIONS FOR COUNTY COMPETITIONS

*(last reviewed 25 March 2024)*

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## **A REGULATIONS FOR INTER-CLUB COMPETITIONS**

**A.1 Control of the Competitions:** The Competitions shall be controlled by Trustees of Kent Tennis. The Trustees may delegate all or any of the powers given to them for the purpose, or in case of emergency to the Honorary Secretary or a nominated member.

**A.2 Rules and Regulations:** Competitions shall be conducted in accordance with the following Regulations and the Rules of Lawn Tennis and the Rules and Regulations of The Lawn Tennis Association, so far as these are applicable to the Competitions. They shall be under the general control of the Competitions Committee of Kent Tennis, subject to the overriding authority of the Board of Trustees.

**A.3 Club Eligibility:** The Competitions shall be open to all Clubs who are members of Kent Tennis, for which purpose Clubs include Associate Organisations and Educational Establishments other than Schools. No Club shall be eligible to compete until it has paid to Kent Tennis its subscription for the current year (together with any arrears) and the Entry Fee which, with the closing date for entries, shall be fixed by the Competitions Committee from time to time. The Competitions Committee shall have general power to accept all entries received or to exclude one or more teams of any Club in any year.

### **A.4 Player Eligibility and Restrictions.**

**Club Membership:** The qualification to play for a Club in any match shall be full playing membership of that Club on the date of the match. "Full playing membership" requires a player to be elected in accordance with the Rules of a Club (other than a temporary member), a life member elected after payment of a recognised commutation of subscription or after some years of service to the Club, or a permanent official of the Club. A permanent official of the Club includes coaches, and the official must be a person with a salary or some form of contract with the Club.

The inter-club competitions are amateur competitions, no player shall receive any financial inducement or reward for participating in the competitions and/or representing any club. This includes any benefit received by a player either directly or indirectly, from whatever source, and whether monetary or in 'kind'.

LTA Advantage Membership (previously known as BTM): Each team player needs to be registered to play in the competitions. LTA Advantage (BTM) number can be obtained by signing up to LTA Advantage using the web link [www.lta.org.uk/Members/Join/](http://www.lta.org.uk/Members/Join/) Further information is available in the Competition Handbook.

*If an ineligible team member (either by virtue of Club or BT Membership) plays in an inter-club competition match, this player will be disqualified and their opponents awarded any rubbers in which the player took part (6-0, 6-0).*



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**Competitions:** A player may play for only one Club in the Competitions of any one summer or winter season, except for Veterans and Ladies midweek events as below.

**Veterans:** Players shall be eligible for Veterans' events if they have reached the specified minimum age (Ladies 40 and 60; and Men 45, 60 and 70) or will do so on or before 31 December of the calendar year in which the competition starts.

**Ladies Mid-week and Veterans:** The above restriction on playing for only one Club shall include Veterans', and Ladies midweek events, except that a player may play for one other Club in a Ladies Mid-week or Veterans' event, if the Club the player plays Ladies/Men's and/or Mixed for does not enter a team in the event.

**Junior:** Players must be 12 and over at the start of the season: Summer, 1<sup>st</sup> April and Winter, 1<sup>st</sup> September. Under all aspects of safeguarding home clubs are responsible for their juniors and away clubs for their juniors.

#### **A.5 Nomination of Team Players:**

**Nomination form:** All Clubs entering teams in any Competition must send/e-mail to the appropriate competition organiser the full names and LTA Advantage (BTM) numbers of the players for each of the teams which the Club has entered, including the lowest. The nominations must be sent in before the start of the season (as published in the competition handbook). If a match is played before the nomination form is received, the players involved cannot then play for either a higher or a lower team until the full nominations of the Club have been received by the competition organiser.

**Nominated players:** Any player nominated for a team in a Competition shall be ineligible to play for a lower ranked team in the same Competition. No player, whether nominated or not, who has played in three matches for a higher team, or teams, may then play for a lower team either in a Section match or in a Division final.

**Division finals:** Clubs may select only from players nominated for the team in the division final or those who have already played for that team or for a lower ranked team in that competition. In exceptional circumstances, when this cannot be followed, permission must be sought from the competition organiser to bring in a lower ranked player.

**Nominations:** The best two pairs available to play for a club in a competition should be nominated by the club for its first team, in order of merit, the next best available two pairs should be nominated for the second team and so on for all the teams entered in the competition. Likewise, each pair (first and second pair) in each team should be nominated in order of merit.

These players should be current members as indicated in Regulation 4 and available to represent the club that season. Should circumstances change and any nominated players are no longer available to play in any of the matches for that team during that season the league organiser must be informed and a new list of nominations submitted to reflect this change.



**A.6 Divisions and Sections for Teams:** The **Summer** and the **Winter** Competitions shall be divided into as many Divisions as the Competitions Committee shall decide according to the number of teams entered. Each Division shall be divided into two Sections (A and B), having regard, if practicable, to giving teams variation of opponents year by year. In the Summer Competition each Section will have six teams and in the Winter Competition five teams, but more or fewer teams may be placed in any Division (normally the lowest) depending on the number of Clubs that have entered. Each team shall play each of the other teams in the Section once only. Where two teams from the same club are drawn to play against each other in the same Division, the match between these teams is to be played before either team plays any other matches. Section winners shall play-off to determine the winner of a Division. To provide for exceptional circumstances the Competitions Committee shall have overriding power to place teams in whichever Division it considers appropriate and practicable as vacancies occur. New teams will normally start in the lowest Division.

**A.7 Promotion, Relegation and Placing of Teams.**

The winner of each Section in a Division shall be promoted, except for any team that scratches from a Division final (Regulation A.9). Each bottom team in a Section shall be relegated as well as any teams that withdrew from the Section prior to the start of the season. (As published in the competition handbook)

The winner of each match will be awarded 2 points, a drawn section match will be awarded 1 point.

**Section Winners:** The winner of each Section shall be the team which has the highest number of points. If two or more teams in a Section have an equal number of points, the winner shall be the team with the highest percentage of the total rubbers won to the total of all rubbers played (see formula below).

$$\text{RUBBERS \%} = [\text{Total Rubbers Won} \div \text{Total Rubbers Played}] \times 100$$

If the two top teams have an equal rubbers' percentage, the winner shall be the team which won the match between them. If three or more teams have an equal rubbers' percentage, then the winner will be the team with the highest percentage of the total sets won to the total of all sets played, or if these are equal by such percentage of games. If a team scratches from a Division final, then it will not be promoted and the second team from either Section with the highest rubbers' percentage will be promoted in its place.

**Relegation:** A team, or teams withdrawing from a section before the start of the season (as published in the competition handbook), will be relegated. In addition, any team or teams which have conceded any section match (Regulation A9) or withdrawn after the season has started will also be relegated. All matches that these teams have played shall be disregarded in determining the Section winner. All results will be recorded as null and void on League Planner. If no team has conceded or withdrawn during the season, then the relegated team from each Section shall be the one which has the least number of points. If two or more teams have an equal number of points, the relegated team shall be the team with the lowest percentage of total rubbers won to the total of all rubbers played. If the two bottom teams have the same rubbers'



percentage then the team relegated shall be the team which lost the match between them. If three or more teams have the same rubbers' percentage, then the relegated team shall be the one with the lowest percentage of the total sets won to the total of all sets played, or if these are equal by such percentage of games.

#### **A.8 Match Dates and Choice of Ground.**

**Match Dates:** The Competitions Committee shall arrange the dates by which all matches shall be played and shall have power to scratch any of the competing teams which fail to play by those dates. All matches shall be played on the ground of a club affiliated to Kent Tennis unless otherwise mutually agreed. All competing Clubs are responsible for agreeing the dates for matches between them. All Clubs must confirm in writing/by e-mail with each Club which they are scheduled to play, the date, time and venue of all their matches with those Clubs in these competitions and e-mail the competitions organiser using the Match Date form.

**Choice of Ground:** In the case of Division finals, choice of ground shall be given to the winning team from Section A in each Division with the exception of the first division which shall be decided by the individual league organiser. In the case of Section matches choice of ground shall be decided by the Competitions Committee. When a match has to be replayed, the visiting team for the original match shall have choice of ground:-

- if at least one member had arrived at the home team's ground
- or if a part score had been made after its arrival but the first round had not been completed (Regulation A.18),
- or if a Division final had resulted in a tie (Regulation A.19),

and so on alternately. Where there are 3 or 4 sections in a Division, the semi-finals will be played between the winners of Sections A & B and Sections C & D. The winning teams from Sections A & C will have choice of ground. The Competition Organiser will decide which team has choice of ground for the finals.

#### **A.9 Alteration of Match Dates and Scratching from Fixtures.**

**Match Dates:** Once agreed between two Clubs, these shall be binding upon both, but may be altered only if a new date can be mutually agreed. Where there is a failure to agree, the original date will stand and may be altered only with the consent of the Competitions Committee, which will be granted only in exceptional circumstances, non-availability of players will not normally be a valid reason.

**Postponed Matches:** If a match is postponed the home club must offer their opponent's alternative dates within one week, and within the timescales of the competition. The date of any rearranged match must be confirmed by both clubs and the relevant competition organiser informed. Failure by the clubs to agree on a new date must be referred immediately to the competition committee. In exceptional circumstances permission may be granted for a match not to be played, this will be recorded as "un-played" and no points awarded to either team.

**Scratching:** Any Club intending to scratch shall give information of its intention to do so to the Match Secretary/Team Captain of the opposing Club not less than three days before the date agreed upon for playing; failing which it may be reported to the Competitions Committee, which shall have power to take such action as it may deem



expedient. In the event of a Club or Clubs scratching in a Section match the team(s) concerned shall automatically be relegated. The team should no longer take part in the competition and any remaining opponents must be informed by the club. In the event of a Club team scratching from, or failing to play, a Division final it shall lose any right to promotion which would otherwise have been due to it as a Section winner and, in the following year's Competition, it shall remain in the same Division at the discretion of the Competitions Committee in accordance with Regulations A.6 and A.7.

**A.10 Tennis Balls:** At least four new balls per court shall be provided at the expense of the Club having choice of ground. They shall be of a brand designated as within International Tennis Federation specifications and (unless from a freshly opened pressurised container) of the current year.

**A.11 Composition of Teams:** Each competing team in the Kent Summer and Winter Competitions shall consist of four players arranged in pairs. Each Captain shall number their pairs strictly in order of merit. If a club is only able to field one pair, they must notify the opposing team in advance, and obtain confirmation from the opposing team. A penalty point will be deducted in this event.

**A.12 Changes in the Composition of Teams:** A Club is not bound to play the same players in a team throughout a Competition; but no change shall be made in the composition of the team engaged in a match after the start of play. If a match has to be postponed at a time when there is no result (e.g. at least one round has not been completed), the composition of the team may be altered when the match is replayed subject to the nomination rules in Regulation A.5.

**A.13 Allocation of Courts for Matches.**

**Club Grounds:** When a match is played on the courts of one of the Clubs taking part in the match then each pair of the visiting team shall play all its rubbers on the same court.

**Neutral Grounds:** When a match is played on courts other than those of one of the Clubs taking part in the match the order of the courts shall be decided by lot.

**A.14 Playing Conditions:** All matches in the Inter-Club Competitions played between the dates set by the Competitions Committee shall be played on the courts normally reserved by the home club for matches. These courts' dimensions must conform to the LTA rules and have surfaces that are safe for play in the prevailing conditions. The use of covered or floodlit courts to play a match in its entirety shall only be by advance mutual agreement between the two clubs. *On the day of a scheduled match, when inclement weather conditions prevail, the home team has the responsibility of postponing the match, after consulting with the opposition team captain; and after consideration that every attempt should be made to play the match, if conditions might allow.* Courts must be fit for play, taking both their surface and environmental conditions into account, when play starts at the fixture's time or the mutually agreed start time after any delay. Both the home and visiting team captains must determine whether the courts are fit for play bearing in mind that





they are responsible for the safety of their players as covered by their clubs' public liability insurance.

**A.15 Match Format and Order of Play.**

**Summer and Winter Match Format and Order of Play.**

Each of the two pairs in a team shall play against each pair of the opposing team two tie break sets followed if necessary, by a deciding 10 point match tie-break should any rubber be tied at one set all. However, if both teams agree prior to commencement of play, each of the two pairs in a team may play against each pair of the opposing team the best of three "tie break sets".

Order of Play: In the first round the first and second pairs shall play their opposite numbers; in the second round each first pair shall play the opposing second pair. Play in every rubber shall be continuous and without unnecessary delay from the first service until the rubber is completed.

- A.16 Start Times for Matches and Penalties for Lateness:** Matches shall start at the times agreed by the two Clubs when arranging or confirming the date and venue of a match within the terms of Regulation A.8. If any player is not present (on court and ready to play) twenty minutes after the time fixed for the start of any match, one love set shall be conceded in the rubber from which the player is absent; if a player is forty minutes late the rubber shall not be played and the opponents shall receive two love sets; a player one hour late shall not be permitted to play in the match and the opponents shall receive two love sets in each rubber for which the player was scheduled.

- A.17 Finish Times for Matches:** The time for cessation of play shall be agreed between the respective Captains before play commences. Failing such mutual agreement, play shall cease not earlier than 3 hours after the start of Morning & Afternoon matches and 2 hours for Evening matches. In all matches where floodlights are not available play shall cease not later than natural light permits. If a result might be obtained by playing two further games these games shall be played even after the agreed finishing time unless the Captains agree that light and/or weather do not permit. If during the winter season either of the team captains considers that the light conditions have deteriorated sufficiently to adversely affect the visibility during a match, they should be entitled to request that, if the courts have floodlights installed, they should be switched on. Club rules regarding the use of floodlights must be observed. Any costs incurred by the use of the floodlights should be borne by the home team, irrespective of who has requested the lights to be turned on. The home team is responsible for ensuring that the lights can be used if requested. Failure to make lights available means that sets unfinished at the time of the request are forfeited by the home team.

**A.18 Match Winners:** Provided that at least one round has been completed, the team, which at the cessation of play has won the greater number of rubbers shall be the winner of the match. If the rubbers score is equal, then the team winning the greater number of sets (or games, if sets are equal) shall decide the result. Only if



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rubbers, sets and games are all equal is the match recorded as a draw. If a Division Final is drawn, a doubles match tie-break (to 10 points, with two clear) shall be played between any two players from each team to determine the winner of the match.

If neither of the rubbers in the second round has been completed, they should not be included in the match score, and the result of the match decided by the score at the end of the first round. If one of the rubbers in the second round has been completed, this rubber should be included in the match score.

**A.19 Unfinished Matches:** If in a Section match one round has not been completed at the time of cessation of play, the match shall be entirely replayed. The home club (Regulation A8) must offer their opponents alternative dates within one week, and within the timescales of the competition. The date of any rearranged match must be confirmed by both clubs and the relevant competition organiser informed. Failure by the clubs to agree on a new date must be referred immediately to the competition committee. In exceptional circumstances permission may be granted for a match not to be played, this will be recorded as “un-played” and no points awarded to either team.

**A.20 Notification of Results.**

**Match cards:** The captain of each team must fully complete the result card including names, initials and LTA Advantage (BTM) numbers of all players and scores of all completed matches. The card must be signed by both captains. This card should be retained by the captains as a record of the match. The league organisers may request the match card to verify results.

**Home Teams:** Where League Planner is operative, the Captain of the home team shall ensure the result of each match (including first names, family name and LTA Advantage (BTM) number of players and scores of all completed rubbers), are entered on League Planner, at the match both captains must complete and sign the Kent Interclub League scorecard and retain their own copy. After the match the home captain must enter the result on-line within 48hrs of the match. The away captain must then confirm the result on-line. Please refer to the Kent Tennis website <http://kenttennis.org/> or the Competition Handbook.

**A.21 Trophies for Division Winners:** Each team which wins its Division final shall be awarded a trophy to be retained by that Club; the type shall be determined by the Competitions Committee. The trophies will be awarded at the AGM following the season in which the competition has been played. Clubs are expected to send a representative from their club to collect the trophy/ies. Kent Tennis shall be the legal owners of all cups and trophies..

**A.22 Questions and Disputes:** All questions of eligibility, qualifications of players, interpretation of the Regulations, or otherwise, in relation to the Competitions and any dispute arising between Clubs shall be referred to the Competitions Committee and/or Board of Trustees, whose decisions shall be final and binding on all concerned. Should a Club involved in any dispute or protest have a member or members on the



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Committee or Board of Trustees, that member or members shall not be eligible to speak or vote at any meeting at which the matter is being considered.

- A.23 Revision of Regulations:** The Board of Trustees shall have power to alter or add to the above Regulations as it, from time to time, may deem expedient, but notice of such proposed alterations shall be set forth in the notice convening the meeting and the alterations shall be brought up for confirmation at the next Annual General Meeting in accordance with **Rule 11.2** of the General Rules.



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## Appendix 11 – Kent Tennis Disciplinary Rules

### KENT TENNIS

### DISCIPLINARY RULES & PROCEDURES

1. These Rules apply to:
  - Competitions organised by Kent Tennis.
  - Competitions in which the players represent Kent Tennis wherever the matches may be played.
2. These Rules do not apply to any competition staged or approved by the Lawn Tennis Association Ltd., (“LTA Official Competitions”) except where Rule 1 also applies.
3. All players in the above competitions shall accept and be bound by the LTA Code of Conduct as amended from time to time.
4. If, during a competition in which there is a referee officiating a player or one or more of his or her entourage breaches the LTA Code of Conduct, the referee shall deal with the breach at the time as follows. If the event is a competition which is an LTA Official Competition then the referee shall deal with the matter in accordance with the LTA Competition Regulations. If the event is not an LTA Official Competition then the referee may take, but is not limited to, one or more of the following immediate actions by:
  - taking no action
  - a warning
  - imposing a penalty point
  - awarding a game against the offending player
  - disqualifying the player from the match and awarding the match to the other side.
  - reporting the player to the Legal and Disciplinary Officer of Kent Tennis (the “LDO”) for consideration of further action.
5. If there is no referee officiating in the competition, then any complaint about the conduct of any player or his or her entourage which is alleged to have breached the Code of Conduct shall be made to the LDO by the Captain of the team making the complaint, or if the match was a singles match only, by the other player, and the complaint shall be made within the 2 days next following the day on which the alleged breach occurred.
6. The complaint shall be made in writing (which includes e-mail but not FAX or text messages) and shall set out full details of the incident giving rise to the complaint, identifying all the players involved. Any supporting evidence from any player involved or any other person shall be submitted with the complaint.
7. The LDO shall assess the complaint within 3 days of its receipt and determine its seriousness. If the LDO concludes that it is a matter which he or she can and should deal with, then the following procedure will apply:
  - The LDO shall inform the complainant that he/she has decided to deal with the complaint



- The LDO shall forthwith send the complaint itself and any supporting evidence to the person about whom the complaint is made (“the complainee”) and shall request any response he/she wishes to make within 7 days or such shorter time as the LDO may consider appropriate.
  - The LDO may convene a meeting between the players concerned, if he/she considers it appropriate and may invite the Captain of each team. Such a meeting will be kept as informal as possible.
  - Alternatively the LDO may deal with the complaint by reading the documents submitted.
  - The LDO may then take any of the following actions:
    - No action at all
    - A reprimand
    - Awarding the match to the complainant or the complainant’s team
    - Suspending the complainee for a maximum period of 4 weeks, or two matches
8. If the LDO determines that the complaint involves matters which are sufficiently serious to be dealt with by a Disciplinary Panel of the Kent Tennis Board, he or she shall inform the complainant and the complainee immediately, and the following procedure shall apply:
- The LDO shall convene a Panel of not less than 3 members of the Kent Tennis Board, (excluding himself/herself) all of whom shall have played tennis in a club in Kent for at least 5 years
  - The LDO shall gather all such information as he or she considers necessary, and shall ask the complainee to respond to the complaint within 7 days of notification of it. Any response should include evidence in writing from the complainee and any other person.
  - A date shall be fixed for the hearing of the complaint, which shall be not more than 28 days from the date the LDO decides to refer the matter to a Disciplinary Panel.
  - The LDO shall present the evidence to the Panel.
  - The Panel may decide the complaint on the written evidence if both parties agree, but otherwise the panel shall hear oral evidence from the complainant first and then oral evidence from the complainee. Either party shall be entitled to ask questions of the other party and their witnesses.
  - The procedure at the hearing as set out above may be varied or otherwise determined by the Panel. The complainant and the complainee may be accompanied by a friend who may speak for them, but advocates engaged on a professional basis will not be permitted.
  - If the Panel finds the case proved, it may apply such sanction as it considers appropriate in the circumstances of the case, including but not limited to the sanctions available to the LDO under Rule 7 above.
9. The LDO or, as the case may be, the Disciplinary Panel shall make their decisions on the balance of probabilities. There shall be no rules of evidence applying. All decisions shall be communicated in writing, whether or not the parties are told orally of the decision immediately.
10. If any complaint involves bribery, drug-taking, match fixing or any other matter which the LDO and/or a Disciplinary Panel considers to be of similar seriousness, then the complaint shall be referred in the first instance to the LTA for them to deal with.



11. If any person who is a member of any club or other entity which is an Associate of Kent Tennis conducts themselves so as to bring Kent Tennis into disrepute then that person shall be subject to disciplinary action also. This Rule is intended to cover off-court conduct, which has or may cause distress or embarrassment to or other detrimental effect on any other player, official or volunteer. An example may be abusive or threatening messages sent to or about such a person, harassment, or defamatory comments, communicated personally or generally through any social medium. The procedure for such a matter will generally follow that set out above, but the LDO or any member of the Kent Tennis Board may initiate such a complaint. Such a complaint will only be dealt with by a Disciplinary Panel of the Kent Tennis Board which may:

- Take no action.
- Reprimand the individual and/or his/her club.
- Require the individual and/or the club to apologise to the injured party.
- Require the individual and/or the club to undertake to refrain from similar conduct in future.
- Suspend the individual and/or the club from competitions for a specified period.
- Terminate the membership of the club with Kent Tennis.
- Barring the individual concerned from selection for the County teams for a specified period.
- Impose any other sanction it considers appropriate.

12. These Rules do not cover infringements of the Competition Regulations which are a matter for the Competitions Committee.

### 13. APPEALS

- If either party is dissatisfied with the decision of the LDO, they may appeal to a Disciplinary Panel of the Kent Tennis Board. Notice of appeal shall be made in writing, and shall be delivered to the LDO within the three days next following the receipt of the written decision. The LDO shall convene a Panel within 28 days of receiving the Notice of Appeal, and thereafter Rule 8 shall apply wherever appropriate. The reasons for the appeal shall be briefly set out in the Notice.
- The decision of the Disciplinary Panel shall be final, whether it is dealing with a matter referred to it by the LDO or an appeal.

14. All time limits within these Rules may be varied at the discretion of the LDO or the Disciplinary Panel, and any dispute about their interpretation or application shall be decided by the LDO or the Disciplinary Panel if the matter is referred to them, and such decision shall be final.

15. If the LDO cannot for any reason fulfill his/her duties under these Rules or carry out any function, then any person designated by the Kent Tennis Board shall do so in his/her place.

### INFORMATIVE

The current LDO role is **vacant**, as at 4 September 2023, and in the interim the Jason Baker, Chair of Competitions, should be an be contacted on e-mail: [jasonbakerp80jab@btinternet.com](mailto:jasonbakerp80jab@btinternet.com)