



**Updated 16 December 2024**

## **Middlesex Tennis Advisory Groups – Terms of Reference**

**Context:** We are a dynamic and professional organisation with a history of championing tennis and Padel across Greater London. We provide opportunities for all to play, improve, develop and enjoy this wonderful lifelong sport.

### **The Middlesex Tennis three year plan 2024 – 2027 has set an ambitious targets around:**

- Partnership Funding and Sponsorship
- Safeguarding and Discipline
- Communication and Marketing
- Venue (our clubs and parks) support including Padel.
- Coaching – including the need to recruit, retain, and progress coaches.
- Diversity and inclusion – including building a network of Middlesex Venues to provide an inclusive offer.
- Competition - including building the quality and capacity of the officiating workforce.
- Performance

Each of these areas of work will require an Advisory Group. We will also form an advisory group on budgets as this underpins much of the above work.

### **What is a Middlesex Tennis Advisory Group:**

- An advisory group is a collection of individuals who bring unique knowledge and skills which complement the knowledge and skills of the formal board members and professional staff in order to most effectively progress each of these areas of work.
- Our advisory groups will ideally be made up of one or more of three potential groups: stakeholders (especially delivery staff and intended users), intended beneficiaries and an evaluation expert.
- The advisory group does not have formal authority to issue directives; it serves to make recommendations and/or provide key information and materials to progress the areas of work.
- Our advisory groups will be agile – some will be standing (or ongoing) or ad hoc (one-time) in nature, or be ‘working groups’ for example.



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- The table below gives the first membership suggestions of each group, keeping them relatively small. Advisory group leads can determine how the membership and group size evolves.

**The generic terms of reference for advisory groups are:**

- To provide expert input to enable the group leads to most effectively progress the area of work.
- To provide advice on how to measure success.
- To help oversee and/or deliver the area of work – if required.

Group specific terms of reference (TOR) for 2024 are given in the table below. Group leads are expected to add to this if necessary and set out priorities for 2024/25 by October 2024.

**Board distribution of responsibilities – taking into account other board responsibilities in brackets.**

**Hilary:** Lead Competition, Safeguarding, Venue Support, (Tennis awards).

**Michelle:** Budgets, Loans, (Incorporation task and finish group).

**Phil:** Lead Coaching, Sponsorship, Safeguarding, Sustainability (Venue Support), Budgets, (Incorporation task and finish group), (Tennis Awards)

**John:** Lead Safeguarding and Discipline.

**Karen** Venue support Loans , (Governance), (Incorporation task and finish group).

**Open Position (recruiting Dec 24):** Lead Diversity and Inclusion.

**Désirée:** Lead Venue Support, Sponsorship, Communication.

**Mark:** Lead Sponsorship, Lead Communication and Marketing

**Matt:** Lead Performance, Sponsorship, (Incorporation task and finish group).

**Advisory Groups**

<b>Advisory Group</b>	<b>Lead BM/PS</b>	<b>Members</b>	<b>Specific TOR (2024)</b>	<b>Meeting details</b>
<b>Partnership Funding and Sponsorship</b>	<b>MK/AL</b>	MR, PV, DF, JL	To maintain and evolve our sponsorship	As determined by MK/AL



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			portfolio to raise a minimum of £230k per annum.	
<b>Safeguarding and Discipline</b>	JL	HW, PV, AL, SA	Support the County Safeguarding Officer to manage issues that require escalation.  Design and deliver an annual support plan for venue welfare officers.	At least 2 x per year as determined by the Safeguarding Lead Board member - JL
<b>Communication and Marketing</b>	MK/SA	DF, Corina M, David N	Showcase Middlesex Tennis news and events.  Oversee Middlesex Tennis Brand Identity implementation.  Oversee the refresh of the Middlesex Tennis website.  Acknowledge and amplify support of sponsors.	Minimum of 2 x per year Pre Board October – end of summer season reflection and next year planning.  Pre Board – January – review progress against plan.



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<b>Venue Support</b>	DF/AL	SA, MBu, Graham S, Anthony M, HW	<p>Implement the annual Middlesex volunteer awards and forward winners for regional and national consideration – also meets as a sub group (HW,AL, SA, KB, MB, PV)</p> <p>The integration of D and I into venue support.</p> <p>Oversee an increase of support for venues via venue support events.</p> <p>Grow Padel tennis within Middlesex.</p> <p>Deliver the relaunch of Middlesex Tennis Loans – also meets as a sub group (KS, KB, MB, AL)</p> <p>Create an initial Environmental Sustainability Plan for Middlesex Tennis and</p>	<p>2 x per year</p> <p>Pre Board October – end of summer season reflection and next year planning.</p> <p>Pre Board – January – review progress against plan.</p>
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			how we support our Venues.	
<b>Coaching</b>	PV/AL	KB, Liz J, 1 x coach ambassador (Stuart W)	<p>Oversee the implementation of the transformational change project to identify, recruit and deploy potential leaders and coaches into Middlesex Venues.</p> <p>Oversee the delivery of a programme to increase and upskill all Venue coaches in partnership with Ucoach.</p> <p>Oversee a performance coaches pilot in partnership with the LTA.</p>	As determined by PV/AL.
<b>Diversity and inclusion</b>	TBC/MBu	NJ, 1 x mentor (LA),	Oversee the inclusion and diversity action plan including the implementation of the transformational	As determined by KC/MBu



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			<p>change project to Identify and support a network of 'Middlesex Venues' to provide an inclusive offer.</p> <p>Embrace each Open Court Programme within the broader D and I Middlesex venues.</p> <p>Initiate the first D and I plan for the governance framework – including outlining what a truly inclusive Tennis County looks like.</p>	
<b>Competition</b>	<b>HW /SA</b>	AL, Brenda S, Mbu	<p>Oversee the implementation of the transformational change project to grow the quality and capacity of the officiating workforce.</p> <p>Develop a plan to transform the 2025 County Championships</p>	As determined by MK/AL



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			<p>into a dynamic event embracing sustainability and our geography, the attraction of our best players, D and I etc.</p> <p>Creating optimal Venue competition programmes – delivering an annual Venue Forum outlining what an excellent competition programme might look like.</p>	
<b>Performance</b>	<b>MR/AL</b>	<b>MB, DT, MT, SA</b>	<p>Oversee the delivery of the performance programme including County Training, LTA regional camps, and the 10u Performance Programme Network.</p> <p>Instigate and commence implementation of a systemic approach to</p>	<p>2 x per year Pre Board October – end of summer season reflection and next year planning.</p> <p>Pre Board – January – review progress against plan.</p>



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			<p>an annual performance review cycle.</p> <p>Oversee the delivery of a programme to increase and upskill our Performance coaches.</p>	
<b>Budgets</b>	<b>MB/AL</b>	KB, SA, MB plus one additional board member.	Oversee the annual budget planning cycle, including instigating a written reserves and loans policy.	