



Bermuda Lawn Tennis Association
2016 Annual Report
April 20th, 2016

Table of Contents

| | |
|--|-----------|
| OUR MISSION IS: | 3 |
| OUR VISION IS: | 3 |
| THE 2016 EXECUTIVE TEAM | 3 |
| THE 2016 BOARD OF DIRECTORS | 3 |
| BLTA ORGANIZATIONAL STRUCTURE | 4 |
| PRESIDENT'S REPORT | 5 |
| - Initial Assessment..... | 5 |
| - Strategic Goals and Implementation Plans for the New Executive | 5 |
| - Highlights for 2015-2016..... | 6 |
| - 2015-2016 Planning | 8 |
| VICE-PRESIDENT / NATIONAL TENNIS DIRECTOR REPORT | 9 |
| VICE PRESIDENT - FUNDRAISING REPORT | 11 |
| TREASURER'S REPORT | 12 |
| BLTA PROGRAMME & LEAGUE REPORTS | 14 |
| - Girl Power Initiative..... | 14 |
| - Tennis Leagues | 14 |
| - Pro Registry | 16 |
| - Grassroots Programme | 17 |
| - Singles Tennis Ladder | 18 |
| - Pepperidge Farm – Round Robin Junior match play..... | 19 |
| - ACE Tennis In The Schools..... | 21 |
| Appendix | 22 |
| - BLTA Methodology | 22 |

OUR MISSION IS:

"To promote and develop the sport of tennis to all segments of Bermuda's community at all levels."

OUR VISION IS:

"Implement a responsible tennis methodology that supports programmes and development from grassroots through to the professional level."

THE 2016 EXECUTIVE TEAM

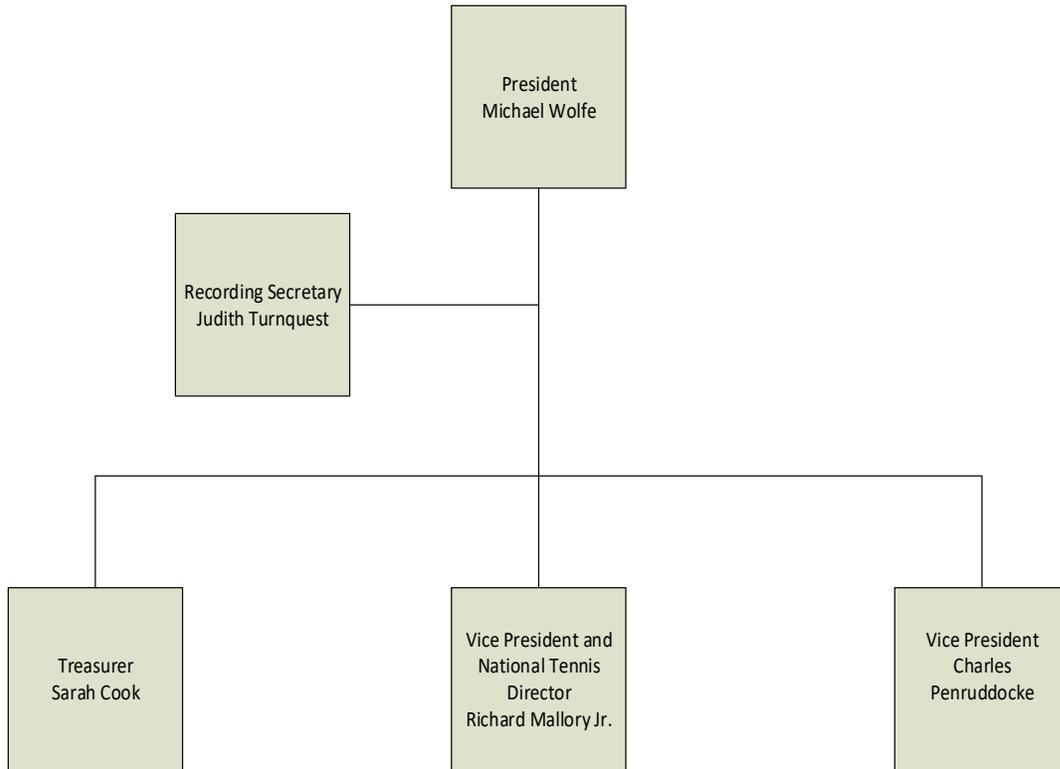
| | |
|---------------------|---|
| Michael Wolfe | President |
| Richard Mallory Jr | Vice President, National Tennis Director |
| Charles Penruddocke | Vice President |
| Sarah Cook | Treasurer |
| Judith Turnquest | Recording Secretary |

THE 2016 BOARD OF DIRECTORS

| <u>DIRECTOR</u> | <u>ALTERNATE DIRECTOR</u> | <u>MEMBER CLUB</u> |
|-------------------|---------------------------|---------------------------|
| Joe Amaral | Angel Heyliger | Pomander Gate Tennis Club |
| Jenson Bascome | Scott Morton | The Temple of Tennis |
| Patrick Singleton | Phillip Cooper | Coral Beach Club |
| Brent Smith | Lorita Packwood | Langton Tennis Club |
| Romar Douglas | Rose Douglas | Grotto Bay Tennis Club |
| David Thomas | Tara Lambert | Elbow Beach Tennis Club |
| Gavin Manders | Jovan Jordon-Whitter | Tuckers Point Tennis Club |
| Braxton Stowe | Lavern Stowe | Newstead Tennis Club |

BLTA ORGANIZATIONAL STRUCTURE

**BLTA Leadership Structure
March 18th 2015**



From left to right: Charles Penruddocke, Sarah Cook, Michael Wolfe, Judith Turnquest, Richard Mallory III

PRESIDENT'S REPORT

As my first year as President has ended, I must take this initial moment to thank my Executive team for the tremendous amount of work and dedication they have performed and shown over the past year.

When we took on this role as Executive we did so with an understanding that we had a lot of work ahead but I cannot understate the time and dedication the Executive have shown to the organization and Tennis Bermuda. With that being said I would like to thank the executive and also congratulate them for the contributions and accomplishments we have had over this first year.

- Initial Assessment

When we came onboard our first goal was to assess the current state of the BLTA. After reviewing all areas at length and speaking with various individuals associated with tennis we determined that the BLTA was in need of a major overhaul as it was our belief that its was failing tennis in Bermuda.

While this may seem a very harsh assessment of the organization, we based this determination on the following factors:

- The organization was not financially viable.
- There was no structure in place for continuity of the BLTA administration and operations.
- BLTA structured programming was minimal and on the decline.
- There was no active development plan in place to ensure that the governing body of tennis supported the interest of any player who wish to achieve success both locally and beyond.

- Strategic Goals and Implementation Plans for the New Executive

Through strategy sessions we immediately devised a list of measurable strategic objectives for our first year, which included:

- Create a Tennis methodology, which promotes programmes and or competitive play for all levels of players.
- Implement programmes that focus on the development of players with a continuous progression to highest levels that a player may want to achieve.
- Optimize business and organizational processes in order to maximize the BLTA outreach within the tennis community.
- Maximize financial resources to obtain financial stability.

To deliver on our strategic objectives I have provided a brief overview of some of the measures we have and are currently implementing.

To implement a comprehensive structure for tennis development we felt the need to appoint a National Tennis Director to define and oversee all BLTA tennis programming. Richard Mallory Jr was appointed to this role and given direct responsibility to implement a tennis methodology. Core elements of this methodology have already been implemented giving the BLTA a clearly defined path for development from the grass roots level through to the professional.

Additional programming has also been implemented to support the development and recreational needs of adult players at various levels.

To increase the effectiveness of the business and organizational processes of the BLTA we are implementing the following key elements:

- Updating the Byelaws to ensure consistency with the operational processes of the BLTA and to allow for the continuance of the administration for the organization.
- Defining the procedures and processes of the organization.
- Review and/or define our existing and new tennis programmes.
- Develop better communications with our members, players, and sponsors.

The new Executive had two immediate challenges with financial viability. One was to secure funding to allow the BLTA to function throughout the 2015 fiscal year and secondly to achieve financial stability beyond 2015.

The BLTA was fortunate to find an anonymous matching donor who had agreed to match any funds, which we were able to generate throughout fundraising efforts and various other activities during the 2015 fiscal year.

The long-term plans for financial viability include securing corporate partners for the year and beyond. We have developed corporate sponsorship packages that are currently in circulation.

Further details of the BLTA financial status are outlined in the Treasurer's report.

- Highlights for 2015-2016

- **International Tennis Federation (ITF)** - The Executive is pleased to have hosted our ITF representative, John Goede, whose visit served two purposes. Firstly to teach, the BLTA sponsored ITF Level 1 Coaches course for which we have 5 candidates successfully pass the course.

Secondly, John conducted the ITF's annual assessment of the BLTA. The Executive is delighted to report that John's assessment was very favorable towards the activities and progress that has been made in the last year. John stated on behalf of the ITF, " We need to congratulate you on a well-organized ITF visit in a Bermuda where the quality of activities and organization went up visibly since the last development visit in 2015".

The BLTA is also pleased to report that with the establishment of a closer working relationship with the ITF we have been gifted various tennis equipment for our use.

- **The BLTA hosted the 12th Annual ITF JR tournament.** This tournament for the last few years had been running at a financial deficit. The new Executive implemented new financial controls for the 2015 event, which ensured that the event resulted in a small surplus, and the overall quality of the event was not impacted in an adverse way.
- **Rebranding.** One of our objectives in rebuilding Tennis Bermuda was to rebrand the BLTA product. This included the design of a new and more modern corporate logo. The new logo design and the corporate brand have been well received.
- **Standardization of BLTA colors.** All teams will now travel in uniforms of the chosen colors of red, white and blue. These colors have also been incorporated into the design of the new logo.
- **Website and Social Media.** As part of the rebranding exercise, we wanted to present a new image for Tennis Bermuda. The next phase was to establish a functional website and supporting social media sites. A new BLTA corporate website was designed and launched in January 2016 with up to date content and functionality along with a revised facebook and a new Instagram social media site.
- **Implementation of a Coaches and Players Reporting and Evaluation Process.** All junior teams representing Bermuda are now evaluated with feedback sessions that incorporate the Coaches evaluation of the players that is then not only provided to our National Tennis Director but also to the BLTA Executive, parents and then onto the player's personal coach. The players also have an opportunity to report on their own experience, play and the coach's performance during the tournament.
- **Government Sports Expo.** The BLTA participated in a very successful Government Sports Expo that we could directly attribute several new kids participating in our Grass Roots Programme, which began in the fall of 2015.
- **Commercial Tennis League.** After a period of absence, the Commercial Tennis League has been reintroduced to the BLTA Tennis Calendar. With some 12 teams participating in the summer of 2015.
- **Creation of the Girl Power Initiative.** This initiative is designed to mentor and create unity among Bermuda teenage females players. The ultimate goal is to provide an environment whereby females players continue in the sport of tennis and advance to higher levels.
- **Trial Matches.** Player representation in international events now is determined through a series of trial matches and other predefined factors. Eligible players are identified as early as possible along with a coach being assigned to work with them.
- **Financial audit.** After assessing the current state of the BLTA we deemed it best to have a financial audit performed for the fiscal year prior to our term in office. We wanted to determine the true state of the BLTA finances.
- **New Junior and Adult programming.** The Executive is pleased to report that several new junior and adult programmes have been implemented during our first year. These programmes are designed to address junior development and adult recreational play.

- **Accountability.** Accountability has been increased at all levels within the organization and in particular with the restructuring of the financial processes, the introduction of budgeting for all programmes and the requirement to follow auditable and best practices.

- 2015-2016 Planning

As we move into the second year of our term we will continue to work on our core strategic objectives with further development of those elements that have already been implemented from our tennis methodology.

We still seek additional corporate sponsorship, not only for tournaments and events that we have planned in the immediate future, but also we need to align the BLTA with strategic partnerships to ensure that we can maintain financial viability in the years ahead.

With a new image, programmes and structure in place and additional activities planned for the immediate future we will now look at increasing our membership at both the junior and senior levels over the next year.

The Executive will look to further populate the local tennis calendar with activities such as leagues, tournaments, social and fundraising events that will meet the needs of all tennis players.

There is a concerted effort underway to increase the success of players when representing Bermuda internationally which will ensure that players, teams, and coaches are better prepared to meet the demands of these competitions.

It has been a very challenging year and while this Executive will continue to dedicate its time and energy to the cause we cannot do it alone and encourage the continued support of coaches, members, tennis players, parents and friends of tennis to make this effort a success.

On behalf of the Executive, I would like to thank everyone for their support especially those who have provided invaluable assistance with our programmes and those who have helped in so many other ways. I would also like to thank our ITF representative John Goede for sharing a tremendous amount of information as we transition and continue to rebuild the organization.

We look forward to continuing to build Tennis Bermuda.

Respectively submitted by: Michael Wolfe, President

VICE-PRESIDENT / NATIONAL TENNIS DIRECTOR REPORT

Not long after the new Executive came into power, it was concluded that there was no real path or vision as to where tennis was headed in Bermuda. We felt that tennis on the island was stagnant and needed revamping. The Executive saw a need for someone to spearhead the growth of the sport on the island and appointed myself to the position of National tennis Director. I expressed my concerns to the Executive stating that this position was realistically a full time job but still agreed to take on this role on a part-time basis.

Over the next few months, I thought hard as to where tennis in Bermuda should be and how we should arrive at our final goal, and then put together a structured BLTA Methodology (see Appendix) to show the direction, and ultimate goals of the BLTA and how we planned to reach these goals. This methodology has four main steps.

Using this Methodology our first step in achieving our goal was implementing a **Grass Roots Programme**. This was started on Sept. 26th. 2015 running on Saturdays from 9-10am. The programme focuses on the development of juniors at a beginner level. It provides tennis lessons for children using age appropriate equipment that allow kids from ages 4 and up to experience early success in learning tennis. The Grass Roots Programme is filled with exciting fun games & drills that help teach agility, balance, coordination, footwork and reaction time. These games & drills are low pressure while being lively and enjoyable. The environment that we provide for this programme is that of fun and encouragement.

Returning back to the Methodology, with the Grass Roots Programme now in place, along with various private club Grass Roots Programmes we now have a place for the existing ACE In The Schools Programme (headed by Romar Douglas) to feed into. For example: If a kid in the ACE In The Schools Programme wishes to further his or her tennis, they will be directed to any of the Grass Roots Programmes throughout the island.

Step two of the Methodology was to direct kids who have reached a certain level within their respective Grass Roots Programmes to participate in the existing **Pepperidge Farm Programme** round robin match play series (headed by David Hyland)

Step three in my view is the core of the Methodology is our **Developmental Programme**. This programme started on January 20th. 2016. It was put in place as a continuation on development of juniors with additional match play. It is a mandatory programme for any kid wishing to represent his or her country at some point in the future. Kids who are eligible for this programme have to be either in Group 1 or 2 of Pepperidge Farm or graduated out of Pepperidge Farm. The Developmental Programme (headed by National tennis Director) has approximately 20-25 kids involved and runs once a week every Wednesday from 4-6pm. Kids in this programme receive two hours of fundamental drills and instructions geared toward match play; receiving both technical and tactical advice from coaches. There is also a players' ladder within this programme where kids are required to play a minimum amount of matches per term.

The last step in the Methodology is the structure of a **National Training Programme**, something that we plan on implementing in the near future. This programme will eventually also run beside the Wednesday Developmental Programme from 4-6pm. By running them at the same time kids in the Developmental Programme will have an incentive to want to push themselves to make it to that National Programme. From this National Programme the BLTA will choose who will represent the island in international competition from the junior level right up to the Davis Cup & Fed Cup level. Also, there is the possibility of college scouts coming to the island and offering scholarships to any junior within that programme with the option of someday turning pro and playing on the men's or women's circuit.

Thus far the programmes have been highly successful and continue to grow. We have received nothing but positive feedback from both students and parents. With the appointment of Gavin Manders to Junior Development Officer late last year we are expecting even more junior activity.

The BLTA has also included tennis for adults by introducing a **Singles Tennis Ladder** implemented by David Thomas, and a **Mixed Doubles Ladder** implemented by Mike Wolfe. Both have been huge hits for the tennis community and have generated lots of activity not only at the WER Joell Tennis Stadium but also throughout the island.

I would like to thank all who have been involved in helping the BLTA achieve their goals. Just to name a few:

Romar Douglas - Head of the Ace In The Schools Programme with Brent Smith & Jacklyn Lambert

David Thomas - Head of The Grass Roots Programme; Head of the Pro-Registry; Singles Tennis Ladder administrator; Social Media administrator

Terry Smith & Eugene Simmons – Coaches, Grass Roots Programme

Jenson Bascome, David Thomas & Steve Bean – Coaches, Developmental Programme

David Hyland - Head of Pepperidge Farm Programme

Sarah Fox & Dipak Varsani - Commercial League

Judith Turnquest - Head of the Winter Leagues

Gavin Manders - Junior Development Officer

Sarah Cook, Kate Daly, Rhonda Caza, and Judith Turnquest - Girl Power Initiative

Patricia Roberts – Office Administrator

In closing, I'd like to thank all the Executive members for the many hours they have contributed for the love of the sport. It has been a total team effort led by Mike Wolfe (President), Sarah Cook (Treasurer), and Judith Turnquest (Secretary). One last thank you has to go to Mr. John Goede, ITF Development Officer who has freely shared with us his wealth of information.

Respectively submitted by: Rchard Mallory Jr, Vice President and National Tennis Director

VICE PRESIDENT - FUNDRAISING REPORT

The BLTA is a registered charity, and fundraising is a necessity to meet its operating budget, but as you know from the President's report we inherited no funds to begin our term. Thanks only to the generosity of friends of tennis and the hard work of all the Executive and Board we have been able to carry out a dynamic 2015 programme.

Now that we have audited financial statements for 2014, thanks to our Treasurer Sarah Cook's hard work, we are able to have a "Full Court Press" so to speak on fundraising from Corporates, in particular, using the Corporate Sponsorship packages we have developed.

We are aiming to raise up to \$200,000 to cover costs of all of the BLTA, and its programmes and initiatives. We need the help of everyone to do this and so if you have some particular connections or know of people in the Corporate world who have an interest in Tennis then please advise me so all efforts can be coordinated.

We will be starting presentations shortly and will be calling on coaches as well to attend some of these. The BLTA through the programmes organized touches many players, particularly young players and this costs money.

Respectively submitted by: Charles Penruddocke. VP Operations.

TREASURER'S REPORT

At the AGM in March last year, the previous Executive presented the December 31, 2014, management accounts, which showed a deficit of \$45,291. Since then we have reviewed the accounts in detail and a pro bono audit was completed by Deloitte for the December 31, 2014 year.

We can now confirm that the deficit for 2014 was actually \$46,992 and the prior year deficit was \$11,067 – total for the two years of over \$58,000.

On preparation of the statutory financials statements, it became evident that that the prior Executive had not only over spent, but also had effectively spent restricted assets, but not for the purposes they were intended.

This was a tough reality to have to deal with, effectively a bankrupt association, restricted assets misspent, and commitments made to upcoming events - junior overseas tournaments, Davis Cup, Fed Cup, and with no funds secured, and bills still coming in the door for expenses incurred prior to the new Executive's appointment.

The new Executive however were fortunate to have the confidence of a long-time tennis supporter and player, who not only contributed to the BLTA, but also was able to secure a matching facility from an anonymous supporter, who was confident in our strategic plan to put Tennis Bermuda back on the map.

To secure the matching funds, we had to raise \$60,000. We signed up four teams consisting of tennis players, executive, and parents, to run in the Appleby May 24th Relay – the Davis Cup, Fed Cup, Juniors and Executive teams. These teams collectively raised almost \$10,000. Then along with individual and corporate donations, we reached the \$60,000 target to secure the funds needed to get the BLTA back on track.

We developed an annual operating budget – these are the costs just to keep the BLTA office open - salaries, utilities, website & internet costs, ITF annual fee, costs of ITF representative, attendance at the annual ITF AGM, and the new Annual Charity Fee etc. We know that the operating costs of the BLTA amount to \$45,000 and that these costs are not supported by government grants or sponsorships.

Revenues from leagues (commercial league, winter league etc.), tournament sanction fees, memberships, and sale of balls are used to contribute to the operating costs, with a heavy reliance on donations to make up the balance.

We revamped the cost centres (classes) in QuickBooks to better be able to see what income and expenses are attributed to which programme rather than the extended Profit & Loss approach taken by the prior hired bookkeeper.

Our National Tennis Director developed budgets for all of the Junior programmes and overseas events. Negotiations were had with Youth & Sport to secure a better court rate or no cost for some of these programmes.

A Government Grant of \$10,000 was secured to partially contribute to junior development, and part to the ITF Bank of Bermuda Foundation Junior Tournament.

The costs of travel to overseas tournaments however, need to be funded from fundraising activities, and sponsorships

The Davis Cup team secured a corporate sponsor and now has funds to carry forward for use in their 2016 campaign of almost \$12,000

The Fed Cup team, however, raised less than \$1,000 towards the cost of their representation, costing the BLTA \$7000, net of ITF travel grant.

Representation in Junior overseas tournaments cost the BLTA \$40,000 in 2015. In my experience of other sports, parents are asked to contribute or fundraise with their kids for 100% of overseas travel costs, but it has been found that the BLTA has been contributing 100% to junior trips from funds it did not have, hence the misspent restricted fund, which have now been replenished.

This last year we saw the introduction of parents contributing to the costs of overseas trips – beginning with the International Tennis Clubs Tournament held in Washington last November. We hope to continue with this initiative in the absence of sponsorship for these events, and have funds secured before the players leave the island.

The ITF Bank of Bermuda Foundation tournament made a small surplus to contribute to the deficit of \$19,000 from the 2014 event. A cost cutting exercise was implemented to reduce unnecessary expenditure, resulting in this surplus. We plan to continue to cut expenses in 2016 due to declining sponsorship from the lead sponsor.

A sponsorship package was prepared, offering a tiered approach whereby sponsors can “buy in” to tennis development – for a package of benefits to their company and employees. If anyone knows of a company that would be interested in this package, please do speak to our President.

Tennis programmes are being run at either breakeven at minimum or a surplus to assist with a contribution to BLTA operating costs.

There is still a need for a more proactive approach in planning tournaments to secure corporate sponsorship before an event, to avoid costs being incurred for tournaments by the BLTA.

During 2015, Charity status was renewed, and compliance with the new Charities Act 2014 was secured, along with the naming of a Compliance Officer, and completion of Trustee Declarations. Also, the requirement for two signatures on all payments has been adhered to.

We have been able to confirm that Deloitte will support the BLTA with the annual audit of December 31, 2015, to be performed late summer/early fall 2016. We thank Deloitte for their support of Tennis Bermuda!

Respectively submitted by: Sarah Cook CA, Treasurer

BLTA PROGRAMME & LEAGUE REPORTS

- Girl Power Initiative

This initiative was started because the BLTA has not been able to field junior Girls teams in recent years and the general decline in the number of ladies seen participating in tennis events. Girl Power provides guidance and resources so that together we can create AND execute a plan that the girls need that includes:

- Tennis activities involving coaches, mentors and other players
- Fitness activities to build up endurance for tennis competition
- Guided group discussions on where they want their tennis to go – their own plan
- Guidance with homework or school-related challenges
- Assistance with developing and managing their tennis plan (including entering local and international tournaments)
- Team building activities
- Social functions
- Community activities

Our team leaders are Rhonda Caza, Sarah Cook, Kate Daly and myself, and we began the Girl Power initiative with six young women who meet weekly. They are aged from 13 to 17. We hope to add the 10-12 year old group in a short while as time and volunteers permit.

Respectively submitted by: Judith Turnquest

- Tennis Leagues

Commercial League

This league ran June to July, 2015, and had 12 teams with 233 players participating. There was one division. We plan to have 2 divisions in the 2016 league and more teams.

Company Winner: Arch Achievers **Captain:** Dipak Varsani.

Sarah Fox and Dipak Varsani took the lead to get this league up and running. The BLTA thanks them for their initiative and hard work.

Winter League

This league ran October 2015 – March 2016 with three leagues:-

Ladies Doubles: 4 teams with a total of 40 players participating. Winner: Temple of Tennis.

Men's B Doubles: 5 teams with a total of 84 players participating. Winner: Temple of Tennis.

Men's A: Singles and Doubles - 4 teams with a total of 36 players participating.
Winner: Temple of Tennis.

The Winter League Pairs Competition was held, and the results were as follows:

Ladies Winners: Shonette Wilson/Kaila Harvey -Temple of Tennis

Ladies Consolidation: Winners: Glennis Dickinson/Zina Hayward -Grotto Bay

Men's B Winners: Quinton Burgess/Steve Bean - Temple of Tennis

Men's B Consolidation Winners: Ian Gordon/Ben Munro -Pomander Gate/Elbow

Mixed Doubles League

This new League began April 2016 and will run through to mid-May. This league has 14 B Division teams and 8 A Division Teams.

Respectively submitted by: Judith Turnquest

- Pro Registry

David Thomas was named the Chairman of the Pro Registry early in 2016.

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| Programme description | The Registry aims to provide job security as well as act as a sounding board to go over issues affecting coaches locally. |
| Activity | Members of the Pro Registry meet the second Friday of each month. |
| Participation | The first three meetings of 2016 have been well attended. Valuable input and feedback on the function of the Registry has been submitted which should help to craft the direction that it should head in. |
| Successes | <ul style="list-style-type: none">• Goals and Objectives have been identified• Membership requirements have been clearly defined• Ongoing education requirements have been defined |
| Challenges | <ul style="list-style-type: none">• Regular attendance by members• Cohesiveness amongst all coaches• Understanding the role that coaches play in the big picture for students |
| Suggestions | <ul style="list-style-type: none">• Continue finding ways to build camaraderie among ALL members of the Registry• Work collectively to support various initiatives and events throughout the year |

Respectively submitted by: David Thomas, Head of the Pro Registry

- Grassroots Programme

This programme was launched on September 26, 2015, and is headed by David Thomas, assisted by coaches Terry Smith and Eugene Simmons

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| Programme description | A base-level clinic targeting primary school aged children. The programme provides an outlet for kids who prior to joining had little exposure to tennis. The clinic runs parallel to the local school curriculum. |
| Activity | The programme runs each Saturday morning from 9-10am at the W.E.R. Joell Tennis Stadium. |
| Participation | Participation ranges anywhere from 10-20 kids on a weekly basis. |
| Successes | <ul style="list-style-type: none">• Noticeable improvement for most kids enrolled in the programme• Consistent attendance• Kids engaged and excited about tennis |
| Challenges | <ul style="list-style-type: none">• Waning attendance towards the end of each school term• Inclement weather• Communication with parents when situations arise (ex. Inclement weather) |
| Suggestions | A new 10-week strategy will be implemented for the third term. The aim is to collectively help the kids progress to a point where they can rally and score by the end of the period. The term will culminate with a skills showcase. |

Respectively submitted by: David Thomas, Head of Grass Roots Programme

- Singles Tennis Ladder

An island-wide BLTA singles ladder was launched on February 1, 2016, and is administered by David Thomas.

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| Programme description | The ladder is made up of small groups of four or five players and aims to give players of different levels the opportunity to complete a minimum of three matches over a one-month period with players of similar ability, at their scheduling leisure. The results at the end of each month determine who moves up and down the ladder. |
| Activity | Players are required to organize their allotted three or four matches per month with players in their respective groups. |
| Participation | Started with 20 players, up to 40+ as of May 1, 2016 |
| Successes | <ul style="list-style-type: none"> • Positive feedback from players • Hoping to increase ladder participation over the summer months • Website platform to record information |
| Challenges | <ul style="list-style-type: none"> • Perception that the ladder is only for specific levels of players/lack of female players • Administrative duties/time spent on coordinating the ladder • Ensuring each player has paid membership fee/ladder fee (disconnect from administrator/BLTA) • Ensure that existing players remain engaged |
| Suggestions | Find new opportunities to recruit new players |

Respectively submitted by: David Thomas, Singles Ladder administrator

- Pepperidge Farm – Round Robin Junior match play

Programme description - Pepperidge Farm is a junior tennis programme for late beginner and intermediate players that focuses on competitive match play. Play is based on a two term format (Winter and Spring) with two rotations during each term for a total of four playing sessions during the year. Play takes place on Sundays in a two hour window between 9am and 5pm. The start times for each group vary each week.

Sponsorship - The programme is sponsored by BIECO who are the agents for Pepperidge Farm in Bermuda. The sponsorship level is \$3,000 p.a., which helps to pay many of the costs, and is essential for the programme's success.

Entry Fee - Each player is required to pay \$95 per term to participate in the programme. The fee includes a \$20 fee towards the player's Junior BLTA membership and the balance is used to defray the costs of running the programme.

Venues - During this 2015/16 season, the top group, Group 1, plays each week at Coral Beach Club between 1-3pm. Coral Beach has generously provided the courts without charge. Continued participation at CBC will have to be reconfirmed each year.

Groups 2-9 play on Court 1-5 at the WER Joell Tennis Stadium in two hour time slots between 9am and 5pm.

Participation - New intakes to the programme are based on a try out session in September when players are assessed to determine if they have met the base standard of play (must be able to serve and rally). Players are assigned to their starting group based solely on their level of play.

Players are assigned to groups of 5 -8 players and the group plays a round robin format each match day during the 5 week session. There are typically 8 or 9 groups of players ranging in age from 6 to 16, though qualification is based on skill level rather than age. Groups 1-5 play with regular balls, groups 6-9 play with green dot balls.

Activity - Players play a short match against every other player in the group. Matches in Groups 2-9 typically consist of 3 or 4 games depending on the number of players in the group. At the end of a session, the top two players are promoted to the next higher group.

In Group 1, there is a different scoring system and players play a pro-set against two other players each week. At the end of each term, the winner of Group 1 graduates from the programme.

Successes - The number of players is consistently between 45-60 players. Players who remain in the programme improve their standard of play as a result of participating and they also get to meet and play against other players who they might not otherwise have met.

Challenges - The payment of fees by some parents is not made on a timely basis. Assistance from the BLTA office is needed in this area. Uncertainty as to the hourly rate for the courts at the WER Joell Tennis Stadium has created uncertainty as to whether the costs for the year have been met.

Suggestions for improvement

1. The integration between this programme and the next level of BLTA player development could be better defined. At one point, players had to graduate from this programme to move to the next level. Now it is the case that any player in Groups 1-3 can participate in the next level of training. This new approach may well be better but I think a more structured and personal approach to players to encourage them to commit to a higher level would be beneficial and would remove the lack of clarity.
2. Better involvement of the Tennis Pro community. There is a very tenuous relationship between this programme and the teaching pros. Some recommend that their players participate, which is great but I think a more structured relationship would help to feed kids into the programme. There are also a number of players who do not take regular lessons, which should also create an opportunity for pros to sell their services.
3. Tournament Conflicts: At the moment there is nothing to stop tennis clubs running tournaments on days when this programme is scheduled. This is disruptive and I would recommend that a better tournament calendar is put together that schedules tournaments for after the terms finish.
4. Year End Event: I think it would be a good idea to schedule a year-end event for the players.

Respectively submitted by: David Hyland , Pepperidge Farm Co-ordinator

- ACE Tennis In The Schools

The ACE Tennis in the Schools initiative has had a successful 2015/16-year. The programme is structured to introduce tennis to students who may not have the sport as part of their regular PE school curriculum and would like to have the opportunity for students to experience the sport. It provides the BLTA with a platform to identify students that may demonstrate key skills and talent associated with the sport, providing an opportunity for further development.

Three tennis instructors support the programme, Romar Douglas -the Eastern region, Brent Smith - the Central region and Jacklyn Lambert - the Western region. The programme is offered to schools across the island implementing basic fundamental tennis skills with fun instructional methods.

The 2015/16 programme saw approximately 15 schools participate across the island. Primary schools were targeted as an opportunity to reinforce the basic fundamental skills of the sport. The objective was to capture the interest of the upper-level schools while providing continuity in the development of the programme, offering advanced instruction for students who would transition and have mastered the basic skills. Significant effort was directed toward this and resulted in a successful end of year tournament.

The annual School Tennis Tournament, sponsored by ACE and supported in kind by Barritts, was held on June 5th, 2015 and surpassed anticipated entries. Approximately 90 students participated in the competition utilizing the round-robin format in three levels; beginner, intermediate, and advance.



Our programme for this current school year has continued with the developmental phase in the primary school level and the introduction of competition for the upper school level. The coordinators of the programme have worked extremely hard solidifying the foundation of the programme with the intent of potential progression for expansion. This year's school competitions, scheduled for May 13th, May 19th, and May 20th, will see competition from our high schools, middle and primary schools respectively, at the WER Joell Tennis Stadium.

Preparation for the 2016/17 school year has already started with some new initiatives being considered for incorporation into the programme. Regional tournaments, administrative support, cross training of regions and competition over various terms will be measured. We are looking forward to continuing the programmes and take this opportunity to thank our title sponsor, supporting sponsors, schools, teachers and students for their dedication, commitment, and support of the ACE Tennis in the School initiative.

Respectfully submitted by: Romar Douglas - Coordinator of the ACE Tennis in the Schools Programme

Appendix
- BLTA Methodology

