WILTSHIRE TENNIS

REGISTERED CHARITY NUMBER **1209506**
Registered by the Charity Commission for England and Wales on 8th August 2024

RULES

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1 INTRODUCTION

1.1 These are the Rules of Wiltshire Tennis a Charitable Incorporated Organisation.

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

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

2 DEFINITIONS

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

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

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

“Organisation” means Wiltshire Tennis Charitable Incorporated Organisation – registered charity number 1209506.

“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 Constitution.

“Wiltshire” and “county” shall, in accordance with the Rules of the LTA, mean the county of Wiltshire and includes the Swindon Unitary Authority.

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

3 INTERPRETATION

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

3.2 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.

4 AMENDMENT OF THESE RULES

4.1 These Rules may be amended from time to time by the Board in accordance with the provisions of clause 26 of the Constitution. Members (as defined in the Constitution) 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.

4.2 The name of the Charitable Incorporated Organisation is Wiltshire Tennis (“the Organisation”).

4.3 The Organisation adopts and shall be bound by the Rules and the Disciplinary Code of the LTA including amendments made subsequently insofar as the same are relevant to the activities of the Organisation.

5 ADVICE AND GUIDANCE FROM THE CHARITY COMMISSION

5.1 Objects

5.1.1 The promotion of amateur sport is one of the descriptions of purposes in s.3 of the Charites Act 2011. The Act in sub section 3(2)(d) defines ‘sport’ as meaning ‘sports or games which promote health by involving physical or mental skill or exertion’. The law does not regard the promotion of any particular sport, for its own sake, as charitable. However, charities are able to encourage community participation in sporting activity as a means to a variety of charitable ends. The Commission has produced guidance RR11 - Charitable Status and Sport which sets out the principles by which the promotion of community participation in healthy recreation by providing facilities for playing or participating in particular sports is capable of being charitable.

5.2 Grant Funding

5.2.1 If Wiltshire Tennis will be grant funding local tennis clubs, the Trustees should ensure that those clubs display the essential characteristics of a charitable amateur sports club as set out in paragraph 34 of our RR11 guidance. The Trustees should aim to formulate a grant making policy within 3 months of the date of registration which demonstrates that support will be available only to tennis facilities which display these essential characteristics. The Trustees should also refer to our guidance on the funding of organisations that aren't charities, available Here, and ensure that they comply with it.

5.2.2 Where individuals are funded, it should be noted that the purpose of grants should be to increase the public's participation in the sport of tennis and its derivatives, such as by removing financial and other barriers to participation so that participants may enjoy the health and wellbeing benefits of a physically active lifestyle. Grants to individuals should not be made for the following reasons:

(a) to help individuals seek to develop talent in sports - this recognises that the promotion of sporting success is not, of itself, a charitable purpose. The training of young persons for professional sport has not been recognised as charitable. The training of an individual for the purpose of becoming a professional is directed towards private benefit of that individual and not for the advancement of amateur sport for the public benefit. It may, however, be acceptable for the Foundation to fund a charitable amateur sports club which has established a framework for the development of more accomplished or elite performers where that does not compromise its ability to offer opportunities to people of all levels of ability in that particular sport.

(b) to support individuals to attend sporting events - this recognises that the courts have not recognised that being a spectator at a sporting event furthers a charitable purpose.

5.3 Independence

5.3.1 Charities are required to be independent in the sense that anyone who exercises powers in relation to the governance of a charity is bound to act solely in the interests of the charity. A charity's Trustees must ensure that their charity is able to operate entirely independently of any third-party entities with which it is working closely or collaboratively in partnership, is being funded by or has been established by. The Trustees must:

(a) be free to make their own decisions on matters affecting the administration of the charity;
(b) be able to take their own legal and financial advice;
(c) draw up their own policies and business plan;
(d) manage conflicts of interest in accordance with our guidance for Trustees on Conflicts of Interest Here;
(e) be able to preserve and exercise their discretion to select beneficiaries and provide services;
(f) not commit themselves simply to giving effect to the policies and wishes of any third-party entities; and
(g) not agree to conditions that undermine the confidentiality of their discussions.

5.3.2 Taking the above factors into account, the charity should ensure that it is able to operate independently of The Lawn Tennis Association in terms of governance and decision-making.

5.4 Safeguarding

5.4.1 Safeguarding is a priority regulatory risk area for the Commission. We note that the organisation will work with vulnerable groups. Please refer to our guidance on safeguarding for charities and the duty on Trustees for the protection of beneficiaries, staff, volunteers and others coming into contact with a charity Here. The guidance includes a summary infographic of ten key actions for Trustees Here. Please consider this guidance carefully and ensure that these requirements will be met in the services that you will deliver for vulnerable groups as the charity becomes operational.

5.5 Volunteers

5.5.1 If the charity will be using volunteers to help provide services to its beneficiaries we would refer the Trustees to our guidance 'How to Manage Your Charity's Volunteers' Here. Please read this guidance carefully and ensure that the Trustees operate within it.

5.6 Trading

5.6.1 If the charity wishes to undertake trading activities in order to generate funds, such as through the sale of charity branded merchandise, we would draw the Trustees' attention to the guidance we have produced on trading, CC35 'Trustees trading and tax: how charities may lawfully trade Here. This guidance explains when and how charities may engage in trading and explains when a separate subsidiary trading company should be established to carry on such activity. Section 4 provides detailed guidance on subsidiary trading companies. Trading by charities is not a matter upon which the Commission can offer specific or bespoke advice. If the Trustees require specific advice on trading matters, they should take appropriate professional advice or talk to HMRC.

5.7 Partnerships

5.7.1 If the charity will be seeking to form partnerships with businesses who may act as sponsors the Trustees will need to carefully consider the guidance on 'Working with Commercial Partners, set out in section 5.3 of our guidance CC20 'Charity Fundraising – a guide to Trustee duties' Here and RS2 'Charities and Commercial Partners Here. The Trustees must consider whether it will be necessary to enter into any formal agreements if it transpires that any of the businesses the charity will be working with will be 'commercial participators' within the scope of our guidance. If the Trustees are in any doubt about this, or require any further guidance, they should seek their own advice. In deciding to accept funding from a commercial body it may be helpful for the Trustees to consider the framework and approach at paragraph 2.4 of our guidance on Trustee decision making referenced in point 7) below.

5.8 Charity Trustee and Decision Making

5.8.1 Please refer to CC guidance CC27 'It's your decision: charity Trustees and decision making' Here. This guidance explains in detail the principles that charity Trustees should follow to make sound decisions in the best interests of their charity and fulfil their legal responsibilities.

5.9 The Essential Trustee

5.9.1 Please refer to CC guidance CC3 'The Essential Trustee: what you need to know, what you need to do' Here, which is helpful in setting out the role and responsibilities of a charity Trustee. We suggest that all Trustees familiarise themselves with this guidance as a matter of priority.

5.10 Charity Reporting and Accounting

5.10.1 Please refer to guidance CC15d 'Charity reporting and accounting: the essentials' Here which sets out the accounting and reporting framework for charities. All charities unless exempt or excepted from registration must also prepare an annual report and make it available to the public on request. Please note that section 3.4 of this guidance addresses the question 'What goes into the annual report?'. Please consider this guidance to ensure that the charity's accounts and annual report are prepared in the correct format.

5.11 Internal Financial Controls

5.11.1 Please refer to our guidance CC8 '*Internal Financial Controls for Charities'* Here. This guidance explains that internal financial controls are essential checks and procedures that help charity Trustees meet their legal duties to safeguard their charity's assets. The Trustees should read this guidance carefully and ensure that they operate within it as a matter of best practice in good charity governance.

5.12 Membership Charities

5.12.1 Information about membership charities and how they operate can be found in our guidance RS7 'Membership Charities' Here.

6 BRIEF TRUSTEES GUIDE

6.1 Comply with the governing document and law

6.1.1 Trustees must:

- make sure the charity complies with its governing document.
- comply with charity law requirements and other laws that apply.

6.1.2 Take reasonable steps to discover the legal requirements, for example by reading relevant guidance or taking appropriate advice when needed.

6.2 Act in your charity's best interests

6.2.1 Trustees must:

- do what, and no one else, decide will best enable the charity to carry out its purposes,
- make balanced and adequately informed decisions, thinking about the long term as well as the short term,
- avoid putting themselves in a position where their duty to the charity conflicts with their personal interests or loyalty to any other person or body,
- not receive any benefit from the charity unless it is properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner.

6.3 Manage the charity's resources responsibly

6.3.1 Trustees must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement.

6.3.2 Trustees must:

- make sure the charity's assets are only used to support or carry out its purposes,
- avoid exposing the charity's assets, beneficiaries or reputation to undue risk,
- not over-commit the charity,
- take special care when investing or borrowing,
- comply with any restrictions on spending funds or selling land.

6.3.3 Trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise, they risk making the charity vulnerable to fraud or theft, or other kinds of abuse, and being in breach of their duty.

6.4 Act with reasonable care and skill

6.4.1 As someone responsible for governing a charity, Trustees:

- must use reasonable care and skill, making use of their skills and experience and taking appropriate advice when necessary
- should give enough time, thought and energy to their role, for example by preparing for, attending and actively participating in all Trustees' meetings

6.5 Ensure the charity is accountable

6.5.1 Trustees must comply with statutory accounting and reporting requirements.

6.5.2 Trustees should also:

- be able to demonstrate the charity is complying with the law, well run and effective,
- ensure appropriate accountability to members,
- ensure accountability within the charity, particularly where responsibility is delegated for particular tasks or decisions to staff or volunteers.

6.6 Further Information

6.6.1 For further information please read the guide on the Charity Commission website. Please click here to access the full document.

7 BOARD OF TRUSTEES AND COMMITTEES

7.1 Organisation & Management – Board of Trustees & Committees

7.1.1 The Organisation will be managed by a Board of Trustees (“Board”). The Board shall be made up of a minimum of 4 and a maximum of 12 Trustees. This will include three Officers of the organisation, namely a Chair, Treasurer and Secretary.

7.1.2 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.

7.1.3 The Board will retain responsibility for key areas including:
- (a) Adherence to best practice and standards as advised by The Charity Commission
- (b) Achieving the charitable purposes
- (c) Reporting to The Charity Commission
- (d) Strategy and annual planning
- (e) Financial prioritisation and control including reporting expenditure of the annual LTA grant
- (f) Strategic risk management
- (g) Adherence to the requirements of the LTA – e.g. The County Governance Framework
- (h) Safeguarding
- (i) Succession planning
- (j) Disciplinary matters
- (k) The appointment or removal of any Trustees

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

7.1.5 All Trustees must have a Job Description, which should be reviewed at least every three years.

7.1.6 The Board may make loans to member registered venues on terms it may, from time to time, decide considering any recommendation from the Finance & Commercial Revenue Committee.

7.2 Delegation of power to sub-Committees

7.2.1 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 0. 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 B .

7.2.2 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.

7.2.3 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.

7.2.4 After every meeting of a Committees 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 J .

7.2.5 The Committees should cover the following elements: Communications and Marketing, Competitions, Finance and Commercial Revenue, Governance, Performance and Venues, Coaches and Community.

7.2.6 All Committee Chairs and other key volunteers must have a Job Description, which should be reviewed at least every three years.

7.2.7 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.

8 TRUSTEES AND COMMITTEE MEMBERS

8.1 Election of Trustees

8.1.1 The Trustees (including the Chair, Treasurer and Secretary) 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. 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.

8.1.2 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.

8.2 Appointment of Committee chairs

8.2.1 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.

8.3 Appointment of Committee members

8.3.1 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.

8.3.2 There is no maximum period of tenure of Committee members.

8.4 Assessment of effectiveness of the Board and Committees

8.4.1 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.

8.4.2 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.

9 EMPLOYEES

9.1 Appointment of employees

9.1.1 All employees of the organisation shall be appointed by the Board using the approved recruitment process, including ensuring safer recruitment practices are followed.

9.1.2 All employees should be provided with a job description and annual objectives. These objectives should be aligned to the Plan. The progress against these objectives should be reviewed on a regular basis and any issues identified reported to the Board.

9.1.3 Employees should report to a member of the Board or a Committee Chair.

9.1.4 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.

9.1.5 The Board shall ensure that the appropriate staff policies are in place to outline all the employment practices. This shall be required at least every two years to ensure it remains in line with current regulations.

10 HONORARY POSITIONS

10.1 Appointment of Honorary Life Presidents and Life Vice-Presidents

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 can be voting members of the Board and/or Committees.

11 MEMBERSHIP

11.1 Membership of Wiltshire Tennis is open to anyone who is interested in furthering the purposes of the organisation.

11.2 A member may be an individual, a corporate body, or an individual or corporate body representing an organisation which is not incorporated.

11.3 Venues must be LTA Registered Venues.

11.4 Venues that are not LTA Registered can become Associates.

11.5 Membership for Registered Venues shall be invoiced annually prior to the start of the financial year.

11.6 Members that are organisations should nominate a representative that can act on their behalf. If no such nomination has been made then it is assumed to be the club main contact as previously registered.

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.

13 CONFLICTS OF INTEREST

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.

14 BOARD MEETINGS

14.1 Attendance at Board Meetings

14.1.1 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.

14.1.2 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 14.1.1.

14.2 Decision Making at Board Meetings

14.2.1 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.

15 COMMITTEE MEETINGS

15.1 Attendance at Committee Meetings

15.1.1 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.

15.1.2 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.

15.1.3 The Chair of each Committee may invite other individuals to attend Committee 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.

15.1.4 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.

15.2 Committee Meetings

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

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

15.2.3 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.

15.2.4 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.

15.2.5 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.

16 COMMUNICATIONS

16.1 Communication to Members

16.1.1 From time to time the Organisation should issue communications to its Members containing 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.

16.1.2 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 other key events such as the County Championships. A calendar of meetings for the Committees will be maintained on the website.

17 TEAMS AND COMPETITIONS

17.1 Wiltshire County Championships

17.1.1 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 the events. The rules of eligibility for each competition will be explained as part of the application process but it is expected that to be eligible to enter the County Championship players must either live or have been born in the County.

17.2 Wiltshire County Teams

17.2.1 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 Wiltshire is outlined in Paragraph 66 of the LTA’s Rules.

17.2.2 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.

APPENDICES

A SCHEME OF DELEGATION FOR DECISION MAKING

A.1 Introduction

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 Wiltshire Tennis.

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.

A.2 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 is discharged is explained in this document, but the Board of Trustees of the Organisation is ultimately responsible for everything the organisation undertakes.

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

The organisation 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.

The organisation 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.

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

The Board of Trustees must ensure that it 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 LTA grant and other revenue. The Board of Trustees will develop and agree The Wiltshire 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.

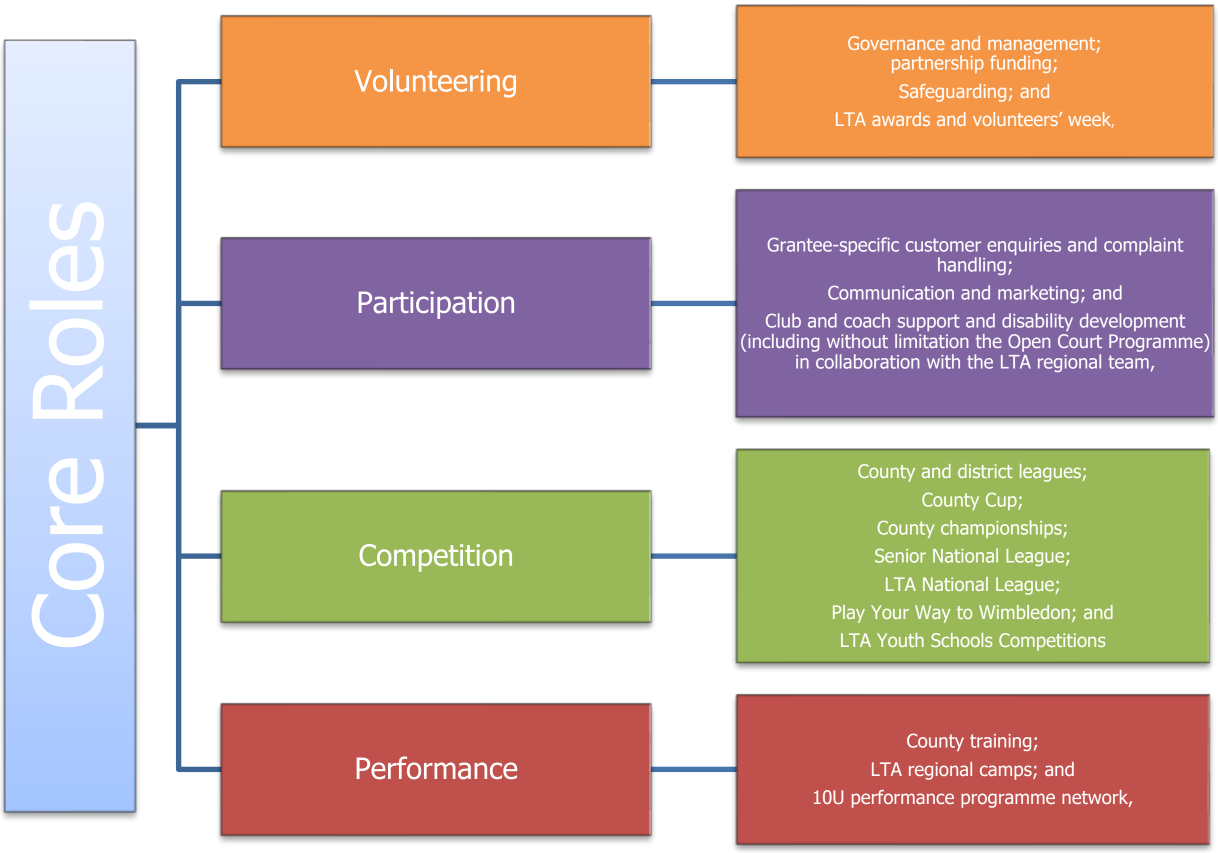
The Board of Trustees has delegated responsibility for the day-to-day oversight of activity within the core role to various committees as shown by the table in Table 1. Responsibilities outside the core role delegated to committees are shown in Table 2.

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.

A.3 Core Roles



A.4 Delegation of day-to-day management of delivery of the core role

Core Role	**Description of Activity**	**Responsible day-to-day**
Volunteering	Comply with the conditions of membership of the LTA including the County Governance Framework.	Board of Trustees
Volunteering	Secure and manage commercial partnerships and relationships in line with the partnership agreement.	Finance & Commercial Revenue

Core Role	**Description of Activity**	**Responsible day-to-day**
Volunteering	Manage safeguarding within County 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.	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: • Support clubs and venues to practice high standards of safeguarding. • Assure safeguarding procedures are in place at competitions run by Wiltshire Tennis • Ensure the safety of our players when travelling to away fixtures
Volunteering	Manage and deliver the LTA Tennis Awards within the County 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.	Awards sub-committee LTA Councillor Tennis Chairman Trustee(s) Administrator WASP Representative
Participation	Manage general customer troubleshooting (linked to County specific activity), processing County specific complaints (sent direct or via the LTA Customer Support Team).	Clubs, Venues & Coaches
Participation	Manage the local County website, social channels and IT systems.	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 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

Core Role	Description of Activity	Responsible day-to-day
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	LTA Youth Schools - Promote and oversee events complying with LTA Guidelines, including appointing a competition organiser.	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.	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 - 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. Organise ad hoc & 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.	Performance

A.5 Delegation of day-to-day management of delivery of non-core activities

Area of expenditure	Description of Activity	Responsible day-to-day
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
County fees	Level of county annual registration fees	Finance & Commercial Revenue propose any changes to Board of Trustees

B SCHEME OF FINANCIAL DELEGATION

B.1 The table below shows the delegations for budgeted and unbudgeted spend either via online banking or debit card.

B.2 Payments made using online banking of more than £250 will require approval by an authorised person. Such individual cannot be the same as the person who submitted the payment.

B.3 Debit cards are issued to the Treasurer, Administrator and IT Manager. The IT Manager's debit card is only approved for payment of ongoing IT Services.

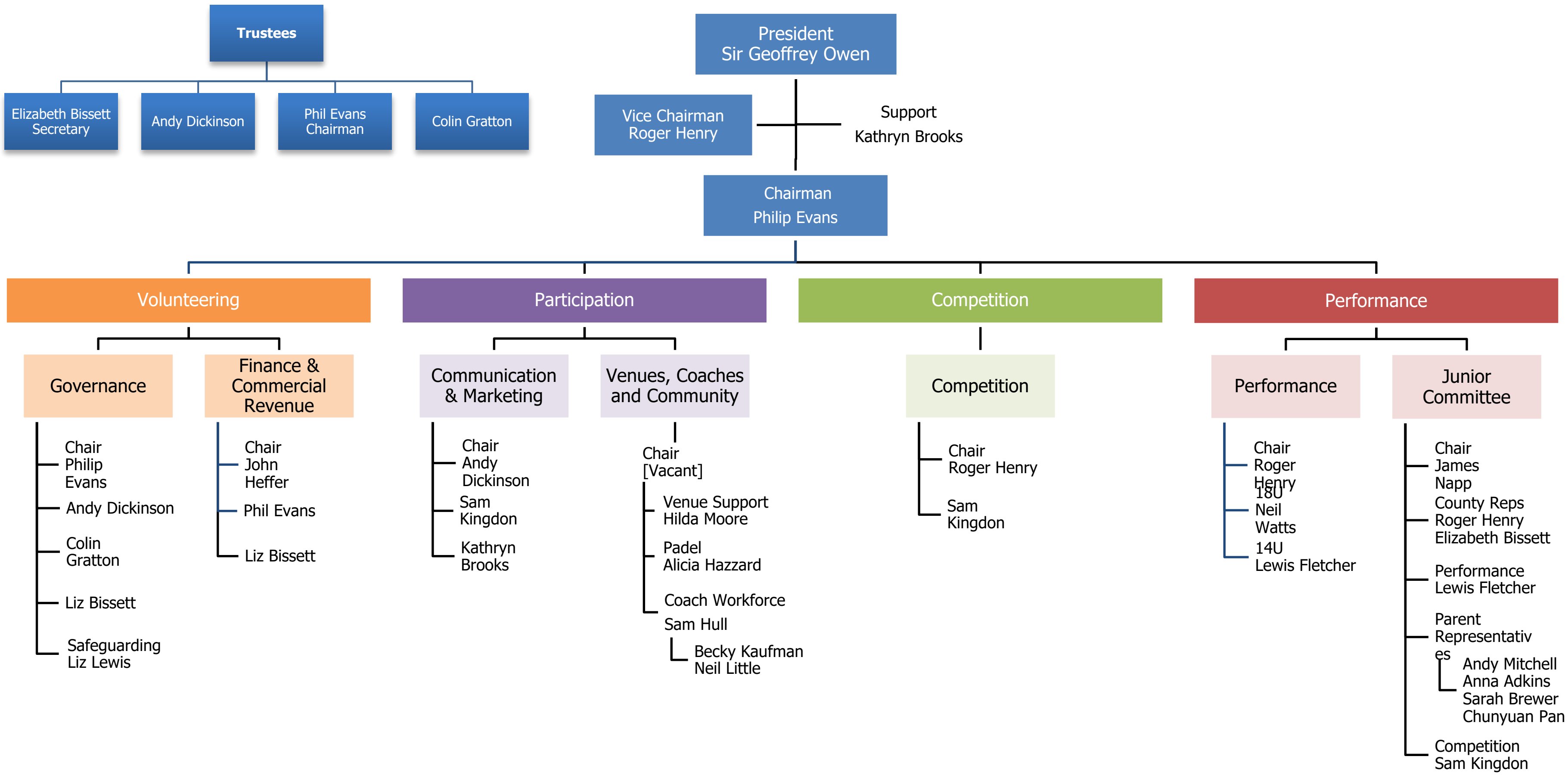
B.4 Online bank payments

Amount	Budgeted	Pre- Authorisation to spend	Invoice Approval more than Authorisation	Online Payment Authorisation
£250 or less	Yes	Not required	Not Required	Not required
£251-£1,000	Yes	Not required	Not required	Treasurer (or Trustee in case of absence of Treasurer)
£251-£1,000	No	Treasurer or Trustee	Treasurer or Trustee (who didn't approve spend)	Treasurer (or Trustee in case of absence of Treasurer)
Over £1,000	All	At Board Meeting or by at least 2 Trustees outside meeting.	At Board Meeting or the 2 original approving Trustees	Treasurer (or Trustee in case of absence of Treasurer)

B.5 Debit Card

Amount	Budgeted	Pre-Authorisation to spend	Spend more than Authorisation
£250 or less	Yes	Not required	Not Required
£251-£1,000	Yes	Not required	Not required
£251-£1,000	No	Treasurer or Trustee	Treasurer or Trustee (who didn't approve spend)
Over £1,000	All	At Board Meeting or by at least 2 Trustees outside meeting.	At Board Meeting or the 2 original approving Trustees

C ORGANISATIONAL STRUCTURE



D GOVERNANCE COMMITTEE TERMS OF REFERENCE

D.1 Introduction & background

The Governance Committee is one of several committees reporting into the Management Board.

Ensuring the appropriate governance is in place 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 Management Board collectively, the Governance Committee has delegated activity and actions to assist the Board in meeting its required objectives.

D.2 Objectives

The overall objectives are:

DELIVERY: to ensure all aspects of Wiltshire Tennis are delivered with the appropriate governance, which meets the requirements of the rules of the organisation, as well 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. Ensure the organisation meets the Anti-Money Laundering requirements.

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. Ensure an appropriate framework is developed and implemented to provide assurance to the Board that the governance requirements are being met.

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 WILTSHIRE TENNIS SPIRIT: ensure that the governance processes encourage and support innovation in tennis venues across Wiltshire and display the county spirit.

D.3 Membership

- Membership of the committee will be via invitation by the Board of Management and the Chair. The Management Board 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.
- 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.

D.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 Wiltshire 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

KEY AREAS	RESPONSIBILITIES	WHO
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.	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 Wiltshire 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 adhered to. Volunteers must be made aware of the procedures.	Governance Comm Chair, Chair of the Board
Board and Committee Effectiveness Review	Ensure that the Board and each Committee review their effectiveness every two years in line with the CIO rules. Document the process for the review, including the timing, and ensure it is signed off by the Board. Ensure the findings are discussed and an action plan put together to rectify any issues identified.	Governance Comm, Board
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

D.5 Key Deliverable

The Key Deliverable would be the **Wiltshire Tennis Governance Plan**. This is to be reviewed each year, following agreement of the overall annual Wiltshire Tennis Plan by the Board of Management, to ensure items from the Wiltshire 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.

D.6 Out of scope

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

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

D.7 Meeting arrangements

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

Venue: Meetings to be in person or via Teams 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.

D.8 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 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: Wiltshire Tennis has a Scheme of Financial Delegation at B of the Wiltshire Tennis CIO Rules. Any decision to incur new costs or to authorise recurring expenditure must be taken in accordance with the Scheme of Financial Delegation.

D.9 Review

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

E FINANCE AND COMMERCIAL REVENUE COMMITTEE TERMS OF REFERENCE

E.1 Introduction & background

Generating and managing our finances is vital to help Wiltshire 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.

E.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 Wiltshire Tennis with an even-handed approach to how funding should be allocated.

DEVELOP: new and existing sources of income to ensure Wiltshire 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 WILTSHIRE TENNIS SPIRIT: by ensuring funding is allocated to activities that help highlight the very best of what Wiltshire Tennis achieves and inspire young players to fulfil their potential.

E.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.

E.4 Scope & responsibility

In Scope – The Finance and Commercial Revenue Committee manages the finances across the organisation.

KEY AREAS	RESPONSIBILITIES	WHO
Management	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.	Treasurer
Risk Management	Financial risk management plus wider co-ordination of the Risk Register for the whole organisation.	Treasurer
LTA Liaison	Liaison with the LTA on funding, including providing data and reports in line with the LTA's Funding Model.	Treasurer
Sponsorship, Supporters and Grant Funding	Proactive generation of other income, from sponsorship, Supporters Club, grant funding and other fundraising activity.	Sponsor Lead
Invoices, Salaries and Pensions	Timely payment of invoices, salaries, pension contributions.	Treasurer and Administrator
Budget	Production of an overall budget as part of the Wiltshire Tennis Annual Plan, with proposals for funding to be allocated to priority deliverables and core activities funded by the LTA annual grant.	Treasurer and Administrator
Reserves	Establishment and maintenance of a Reserves Policy.	Treasurer
Reporting	Providing financial updates to the Board of Management and Council throughout the year.	Treasurer and Administrator
Loans	Promotion and management of the County Loan Scheme for clubs and venues, including the formation of a scrutiny panel for each new loan application.	Treasurer and Administrator

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

E.5 Meeting arrangements

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

Venue: Meetings to be in person at an agreed location or via Teams.

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.

E.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 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: Wiltshire Tennis has a Scheme of Financial Delegation at B . Any decision to incur new costs or to authorise recurring expenditure must be taken in accordance with the Scheme of Financial Delegation.

E.7 Review

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

F COMMUNICATION AND MARKETING COMMITTEE TERMS OF REFERENCE

F.1 Introduction & background

Accurate, timely and well-written communication is vital to help Wiltshire 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.

F.2 Objectives

The Communications Committee's overall objectives are:

SUPPORT: ensuring everyone knows and can access all the support Wiltshire Tennis provides to tennis within the County – 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 WILTSHIRE TENNIS SPIRIT: report on Wiltshire 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.

F.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.

Board advisers will be optional invitees to meetings only.

F.4 Scope & responsibility

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

MEDIUM	COMMENTS	WHO
IT Services	Provide and maintain secure and resilient IT Systems for the delivery of email, phone, video conferencing, website and document management.	IT Lead
Email	Direct communications to targeted audiences, whether clubs & venues, parks, schools or community sites; coaches, safeguarding officers, officials, volunteers, Board & Councillors	Administrator
Face to face & video meetings	Such as coffee mornings, forums, Coach and Officials Networks, Safeguarding events	Administrator 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.	Website Admin and Administrator
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; County and national news.	Competition Manager
Website News	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.	Administrator

MEDIUM	COMMENTS	WHO
Document Management	For everyone – a single secure source of the electronic documents of Wiltshire Tennis with permissions relevant to individual roles.	All
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.	Administrator
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 Wiltshire Tennis family and to increase visibility of tennis to others.	

The Key Deliverable would be the Wiltshire Tennis Communications Plan. This is to be reviewed each year, following agreement of the annual Wiltshire Tennis Plan by the Board of Management, to ensure items from the Wiltshire 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.

IT systems that are available 99.5% to all relevant Wiltshire Tennis personnel.

F.5 Meeting arrangements

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

Venue: Meetings to be in person at an agreed location or via Teams.

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.

F.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: Wiltshire Tennis has a Scheme of Financial Delegation at B . Any decision to incur new costs or to authorise recurring expenditure must be taken in accordance with the Scheme of Financial Delegation.

F.7 Review

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

G VENUES, COACHES AND COMMUNITY COMMITTEE TERMS OF REFERENCE

G.1 Introduction & background

Support for our Venues and Community Clubs and supporting the development of tennis within these managed and voluntary clubs is vital to help Wiltshire Tennis achieve its key proprieties 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.

G.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 Southwest 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 Southwest 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 WILTSHIRE 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 Wiltshire Tennis' successes and county spirit.

G.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.

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

G.4 Scope & responsibility

In Scope - The Venues, Coaches and Community Committee manages delivery of zoom or face to face meetings across a few 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 County led initiatives.	Chair, Administrator
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, Diversity Lead
Venue Registration	Support the LTA Regional Team in facilitating venues and communities registering with the National Body and Wiltshire Tennis.	Administrator
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, Administrator
LTA Awards	Promote National LTA Awards and ensure delivery of Awards Ceremony.	Chair, Administrator

KEY AREAS	RESPONSIBILITIES	WHO
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.	Administrator
Disability Tennis	Promote & support disability programmes across our venues/communities and encourage coaches to deliver inclusive programmes which the LTA National Body and Wiltshire Tennis promote	Diversity Lead, Administrator
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.	Padel Lead
Environmental	Consider how we can support tennis across the county to become more environmentally sustainable.	

The Key Deliverable would be the overall management and support of clubs/communities within the County in-line with the Wiltshire 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 –

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G.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 in person at an agreed location or via Teams.

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.

G.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: Wiltshire Tennis has a Scheme of Financial Delegation at B . Any decision to incur new costs or to authorise recurring expenditure must be taken in accordance with the Scheme of Financial Delegation.

G.7 Review

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

H COMPETITIONS COMMITTEE TERMS OF REFERENCE

H.1 Introduction & background

Delivery of our competitions, including the inter-club leagues, schools' competitions and county championships is vital to help Wiltshire 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.

H.2 Objectives

The Competitions Committee's overall objectives are:

DELIVERY: to ensure all competitions run by Wiltshire 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 WILTSHIRE TENNIS SPIRIT: to communicate all necessary information and report on our competitions such that it projects a strong record of Wiltshire Tennis' competitions and county spirit.

H.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.

Board advisers will be optional invitees to meetings only.

H.4 Scope & responsibility

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

KEY AREAS	RESPONSIBILITIES	WHO
National League for the County	Ensure the effective delivery of the National League for the County 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 Competition Manager
Schools Competitions	Ensure the effective delivery of the 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 Competition Manager
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 Competition Manager
Other Competitions	Ensure the effective delivery of other competitions run by Wiltshire Tennis, e.g. 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 Competition Manager

KEY AREAS	RESPONSIBILITIES	WHO
National League for the County	Ensure the effective delivery of the National League for the County 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 Competition Manager
Knowledge and Training	Ensure that competition organisers and officials have the appropriate knowledge and training to manage the running of Wiltshire 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 the County to deliver on all its competition priorities and activities and recommend to the Board (as part of the annual Competitions Plan) on what will be required and highlight any changes.	Competitions Comm Chair and Wiltshire Tennis Manager

The Key Deliverable would be the Wiltshire Tennis Competitions Plan. This is to be reviewed each year, following agreement of the overall annual Wiltshire Tennis Plan by the Board of Management, to ensure items from the Wiltshire 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.

H.5 Meeting arrangements

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

Venue: Meetings to be in person at an agreed location or via Teams.

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.

H.6 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 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: Wiltshire Tennis has a Scheme of Financial Delegation at B . Any decision to incur new costs or to authorise recurring expenditure must be taken in accordance with the Scheme of Financial Delegation.

H.7 Review

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

I PERFORMANCE COMMITTEE TERMS OF REFERENCE

I.1 Introduction & background

Delivery of performance tennis programmes, development of performance players and management of county teams is vital to help Wiltshire 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.

I.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 WILTSHIRE 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 Wiltshire Tennis' successes and county spirit.

I.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.

I.4 Scope & responsibility

In Scope - The Performance Committee manages delivery of performance activities across a few 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.
County 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 goo 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

KEY AREAS	RESPONSIBILITIES	WHO
Coach Accreditation	Ensure the County 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 the County to deliver on all its performance priorities and activities and recommend (as part of the annual Performance Plan) to the Board on what will be required and highlight any changes	Chair, CPM and Competition Manager

The Key Deliverable would be the Wiltshire Tennis Performance Plan. This is to be reviewed each year, following agreement of the overall annual Wiltshire Tennis Plan by the Board of Management, to ensure items from the Wiltshire 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.

I.5 Meeting arrangements

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

Venue: Meetings to be in person at an agreed location or via Teams.

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.

I.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 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: Wiltshire Tennis has a Scheme of Financial Delegation at B . Any decision to incur new costs or to authorise recurring expenditure must be taken in accordance with the Scheme of Financial Delegation.

I.7 Review

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

J COMMITTEE FEEDBACK REPORT

Committee:	
Chair:	
Date:	

Attendees:

Name	Role or Focus	Attended – or apologised for absence

	Agenda items	Key discussion points & decisions
1		
2		
3		
4		
5		
6		
7		
8		

Review of previous notes and actions arising:

Date recorded	Action	Who	Target date	Update

ADVICE/ PERMISSIONS/SUPPORT - REQUESTED FROM BOARD

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

FUTURE MEETINGS AND AGENDA ITEMS

Date	Item