



Tennis Victoria Strategic Plan to 2016



Tennis Victoria's purpose: To make tennis a part of every Victorian's life



This Tennis Victoria Strategic Plan to 2016, as adopted by the TV Board in September 2013, is aligned with and complements the focuses of both:

- Tennis Australia's vision of *4M*, being the aspiration to achieve 4 million tennis participants in Australia, through the strategic endeavours of *ONE* – One million engaged fans, One million registered players, and One Grand Slam Champion; and
- Sport and Recreation Victoria's four key pillars of community sport and recreation: Participation, Membership, Coaches and officials, and Club capacity.



The four main themes that resonate throughout this Plan and its five Focus Areas are:

- (i) TV will seek to **lead** the sport of tennis, and be a major player within the extensive Victorian sports industry;
- (ii) Alongside and complementing its leadership role, TV is – and must be – a **customer servicing** organisation for all those dedicated stakeholders that drive the sport, especially at the grassroots level;
- (iii) The highest quality internal and external **partnerships** will be the key to TV's success; and
- (iv) The **greater good of the game** stands above all else.



Tennis Victoria's indicators of success are based around the quality and impact of its community servicing, increasing registered participants and engaging all stakeholders to drive the sport forward and provide opportunities for all players, coaches and officials to enjoy the game at all levels.

TV's constant task and challenge is to draw focus and always make wise decisions in the allocation of our finite/limited resources – of money, people and time – to best achieve for the great game of tennis in these respects.

Victorian tennis

Fun and that's number one

Fitness promoting a healthy Victoria

Friendships all over the state

Families playing together

For everybody no matter what gender, background or standard

Forever from the youngest to the oldest of ages

Far reaching Victoria has 40%+ of Australia's tennis clubs and members –
it is a very big grassroots community and we are strongest together

Fair play both on and off the court.



The Tennis Victoria Way

Our six values which define our collective behaviour to achieve success are:

We **T**ake responsibility; are approachable and accessible

We **E**njoy our work; and working with others collaboratively

There are **N**o soft excuses; as we strive to be the best we can be

We **"k**Now our stuff"; and are passionate about serving the sport of tennis

We are **I**nnovative and inclusive; and open to change

We **S**peak up, speak straight; listen and communicate

The 5 Focus Areas of this Strategic Plan are:

1

Supporting
Grassroots Tennis –
Enhancing
Capability

2

Participation –
More People
Playing More Often

3

Competition
and Pathways

4

Places To Play –
Facilities and their
Management

5

Government
Relations

With successful achievement across these to be underpinned by:

Good Governance & Administration and Effective Communications.

1 Supporting Grassroots Tennis – Enhancing Capability

To unite and guide the tennis community by aligning effective structure and culture, and supporting volunteers, administrators, officials and coaches.

Relevant measures:

- Relationship building data
- Affiliates and members
- Forums and training opportunities
- IT system usage
- Coach Membership
- Coaching courses and professional development workshops;
- Annual stakeholder survey results
- Volunteer recognition awards

Key strategies:

- 1.1 To have a sustainable and affordable business/affiliation model that sees Tennis Victoria able to truly represent all tennis bodies in Victoria and benefit all its affiliates and current and potential players.
- 1.2 Have an active, visible and ever increasing presence in the community that aligns the focus and work of all stakeholders and enhances the profile of the sport in local communities.
- 1.3 Promote and provide quality training opportunities for new and existing administrators/ volunteers, coaches and officials, and coordinate information and resources to support that network and the tennis communities they serve.
- 1.4 Deliver actions that meaningfully encourage, recognise and reward the contribution of volunteers, and promote greater parental and guardian involvement around junior activities of the sport.
- 1.5 Identify volunteer and coaching personnel gaps in areas of regional Victoria or metropolitan Melbourne, and implement solutions to remedy them.
- 1.6 Implement, support and promote robust processes and nationally provided IT systems that harness the power of collaboration, information and knowledge across the tennis community.
- 1.7 Best identify clubs/associations with issues in regard to future viability, as early as possible, and address each individual situation in the best interests of the sport.
- 1.8 Diversify and optimise revenue through commercial and other opportunities, and support clubs and associations to do likewise, for re-investment in the sport.

2 Participation – More People Playing More Often

To provide proven and innovative opportunities to participate in tennis as a sport for life that is inclusive of people of all backgrounds and skill levels.

Relevant measures:

- Participation data research
- Registered players comprising Hot Shots, Cardio and other program participants
- Hot Shots and Cardio deliverers
- Open Days and activations.

Key strategies:

- 2.1 Continue to develop and review the suite of participation opportunities that caters for people across key demographic areas to ensure tennis is truly a sport for all.
- 2.2 Promote and support all pillars of Hot Shots – Schools, Community Play, Coaching and Competition – to engage more children playing more often.
- 2.3 To bring new people to tennis through Cardio Tennis by capitalising on its health, fitness and wellbeing features and innovative programming to diverse markets.
- 2.4 Link coaches and deliverers, clubs, schools, and the local community to drive participation and engagement in tennis.
- 2.5 Develop and implement targeted initiatives to promote greater participation by specific sectors of the population to ensure that female participation is strong and to capitalise on the suitability of tennis to the ageing population of Victoria.
- 2.6 Enhance access to, and support clubs in facilitating participation opportunities through social play.
- 2.7 Leverage Victoria's hosting of the Australian Open in the best interests of the game at every opportunity.

3 Competition and Pathways

To support and deliver a range of competitive tennis events and progressive pathways for the development of players of all standards, and champions at all levels.

Relevant measures:

- Competition participants
- Tournament participants
- Games per match average for tournaments
- Team results from national team events
- Talent Development Coaches

Key strategies:

- 3.1 Maintain high playing standards and retain players through best practice delivery of competitions, tournaments and events.
- 3.2 Strengthen partnerships through collaboration with event deliverers including Associations, clubs and coaches, in respect to relevant and innovative playing formats to attract participants to the sport.
- 3.3 Deliver and support player development programs that complement and / or link into the national athlete and talent development frameworks.
- 3.4 Strengthen the relationship and support of coaches involved in the national player pathway.
- 3.5 Promote the competition and player pathway to the tennis community and maintain strong relationships with players as they progress through same.

4

Places to Play – Facilities and their Management

To develop, promote and support quality, welcoming and sustainable venues.

Relevant measures:

- Club Health Checks
- Total Project Value (investment in tennis)
- ACE clubs
- Hot Shots mini courts built

Key strategies:

- 4.1 Promote and deliver welcoming tennis venues and safe environments by ensuring that the socially inclusive philosophy of the Tennis Victoria ACE Program – Accessible, Community and Equality – resonates across all elements of the organisation and the sport in Victoria.
- 4.2 Support community needs and access to tennis facilities by advocating and supporting their development and upkeep, particularly in growth areas.
- 4.3 Maximise access to, and use of, relevant data – in relation to the mapping of different types of tennis venues and community demographics – for continuous tennis facility planning.
- 4.4 Develop and maintain strategic partnerships with key industry stakeholders, specifically technical services organisations, leisure planners and sporting industry consultants.
- 4.5 Maintain and regularly review best practice standards for new and existing courts across a range of playing surfaces.
- 4.6 Investigate and then strive for Victoria to be a leader in the use of technology in tennis club/facility design and management.
- 4.7 Inform local Councils, clubs, centres and coaches of the benefits and opportunities of designated Hot Shots courts.
- 4.8 Provide leadership and direction in best club management models, structures and governance.
- 4.9 Develop and refine best practice models and behaviours for club/coach arrangements and relationships.

5

Government Relations

To engage Local and State Government and related authorities in strong, collaborative partnerships that benefit the future of the sport and the community.

Relevant measures:

- Attendances at TV LGA Club forums
- Conduct a successful annual TV Local Government Conference
- Number of TV contributions to Government review/strategies
- Government funding/grants secured for tennis

Key strategies:

- 5.1 Advocate for the good of the sport by continually communicating and illustrating its positive story and community, social and health benefits.
- 5.2 Align tennis strategies and operations with appropriate and complementary strategies of State and Local Government.
- 5.3 Ensure that the tennis community fosters constant communication and effective working relationships with Government, and maximise the uptake of funding and support opportunities.
- 5.4 Participate in all relevant Government reviews and/or strategy development projects that may affect the future of tennis.
- 5.5 Develop a Local Government relations education and support system for community tennis clubs and bodies.
- 5.6 Assist Local Government in developing appropriate venue occupancy agreements/leases for tennis clubs to ensure the long term sustainability of the sport within such facilities.



Underpinning Functions

Good Governance & Administration – Continuous Improvement

Tennis Victoria's Strategic Plan is underpinned by an unwavering commitment to good corporate governance and administration.

As Tennis Victoria continues to evolve, it is committed to continually reviewing and refining its governance – including its related structures and/or processes as deemed necessary – in order to lay solid foundations for our successful operations by:

- acknowledging, and adopting wherever appropriate, the Australian Sports Commission's Sports Governance Principles
- encouraging, and in fact expecting, continuous enhanced performance
- fostering a culture of behaviour that facilitates excellent leadership, inclusion and diversity, teamwork, and wise, effective, ethical and responsible decision making
- staying informed of modern best practice and industry issues
- recognising and managing risk
- conducting Board and management performance evaluations
- having a commitment to appropriate training and development of Directors and staff.

Effective Communications

Tennis Victoria's Strategic Plan is also underpinned by a steadfast undertaking to maintain effective communications.

Across its broad, sizeable, disparate and varied base of affiliates/members and stakeholders, Tennis Victoria's communications strategy – spanning all of face-to-face meetings, mailings, e-communications and newsletters, website, social media, presentations and/or other appropriate means – will seek to:

- be an open and frank two-way process
- provide active, timely, informed and engaging communication to key stakeholders and the wider public all year round
- create clear, consistent and meaningful messaging to maximise shared understandings
- grow the interest and engagement in tennis activities
- enhance relationships with all tennis and industry bodies, government and local and mainstream media
- present a variety of opportunities for affiliates/stakeholders to share and receive relevant information.





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