

Business Planning FAQs

WHY DO I NEED A BUSINESS PLAN?

Business plans are integral to setting direction, improving operations and governing organisations by identifying what is trying to be achieved and ensuring objectives are aligned. Business Plans are evolving documents that will change as organisations develop and should be continuously updated tracking performance against key measures to benchmark success. By simply undertaking the process there is a significant increase in control by understanding trends in performance, recognising factors affecting success, identification of goals enabling prioritisation and establishing strategies to resolve whilst documenting progress measures. Business plans are now a consistent requirement to access funding (including National Court Rebate) to demonstrate the link of an organisation's short term focus to strategic direction, financial viability, community benefit, infrastructure development needs and succession planning.

WHAT IS THE DIFFERENCE BETWEEN BUSINESS & STRATEGIC PLANS?

Business plans provide information of an organisation's structure, environment, operations, detailing current performance and how strategic objectives and goals will be achieved, reflected by financial review and action planning. Strategic plans outline an organisation's vision (future), mission (overall purpose) and values (guiding principles), underpinned by priorities (strategy) to achieve these and identifying measures to evaluate success. Tennis's Business Plan Template contains a high level strategic planning framework within the appendices providing guidance on the main factors that must be identified to complete your business plan. To align with Tennis's strategic priorities, contact your Member Associations Places to Play team for information.

HOW DO YOU USE A BUSINESS PLAN?

Business plans should be used to communicate direction of operations and key focuses over a 12 month period to internal and external stakeholders. All business plans should be underpinned by the organisation's strategic plan by connecting services, products and programs to meet these goals (what needs to be achieved) and objectives (specific steps to reach the goals).

HOW WILL WE KNOW IF THE PLAN HAS SUCCEEDED?

Your business plan should be reviewed both progressively throughout the year and annually to measure success, asking:

- Have there been significant changes (e.g. members, management & competition) that should be addressed?
- How has the organisation performed against the previous action plan and are goals and objectives being achieved?
- Are desired outcomes reflected within the organisation's annual Operational Health Check?

DOES THE PLAN NEED TO ALIGN TO THE TEMPLATE PROVIDED BY TENNIS?

Your business plan may vary in content and deviate from the main components recommended within this template, however to be a quality document the business plan must be:

Specific: Relevant and appropriate level of information is included

Measurable: Provide benchmarks to monitor performance and outcomes (e.g. Operational Health Check data)

Achievable: Goals, objectives and actions are realistic (plan is monitored and revised to stay on track to achieve outcomes)

Relevant: Linked to strategy and priorities, identifies actions needed to succeed and deliver on objectives

Time-bound: Short term covering a 12 month period and up to date (document is live and amended as necessary)

HOW DOES THE OPERATIONAL HEALTH CHECK (OHC) LINK TO THE BUSINESS PLAN?

The OHC is Tennis Australia's national survey of tennis facilities to assess operational performance. Tennis encourage including the OHC as a fundamental tool for measuring success and action planning, and to be used and referenced throughout your business plan (e.g. Current Performance Review, SWOT Analysis, Action Plan). OHC's and an up to date business plan are also a minimum requirement to be eligible for National Court Rebate funding.