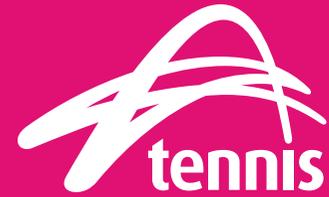


# VISION 2021

## TENNIS NSW STRATEGIC PLAN 2018-21



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## A MESSAGE FROM OUR CEO

It is with great pleasure that we present to you Tennis NSW's **VISION 21**: Our roadmap to **connecting more people to tennis across NSW**.

Our strategic plan has been built from thorough consultation & collaboration, and we thank our members & stakeholders for your generosity in being part of the process to make our great game even stronger.

As the Governing Body for tennis in New South Wales, our role will be to engage, empower and assist the 3 key drivers of our sport – Our Clubs, our Coaches and our Councils.

It is our firm belief that if we can all work effectively together, towards the goal of getting more people on our tennis courts, more people coaching our great game and more people understanding the requirements of Tennis clubs & venues in councils, then we will make great strides in growing our game.

We look forward to working closely with you all to help keep this great sport healthy and vibrant.

**Lawrence Robertson**  
**CEO Tennis NSW**



## A MESSAGE FROM OUR PRESIDENT

Tennis in our state is in an enviable position. Tennis has the highest participation in the world, is the 2nd highest participation sport in Australia, and NSW has the largest tennis playing population across the nation.

Despite this we know that our sport has challenges we must face. There remains increased competition from other leisure activities; the numbers of adults playing tennis is declining; and there are poor retention rates for children aged 9 – 14.

Tennis NSW's **VISION 21: Connecting more people to tennis across NSW** will positively impact the sport in our state. It addresses the key challenges we must face, while giving us a framework that we can all unite behind.

Thank you for being part of our vision for tennis and I look forward to discussing our exciting plans as I move around the State in the coming months.

**Wayne Pascoe**  
**President Tennis NSW**

# OUR APPROACH: CONSULT, LISTEN, COLLABORATE





# THE STATE OF PLAY OF TENNIS IN NSW

## 1. PARTICIPATION IN TENNIS REMAINS STRONG

Compared to national average, NSW has a lower rate of conversion from total participation to organized & club participation

2nd most popular participation sport (1.25m participants)

NSW has the largest tennis playing population in Australia with 342k participants



## 2. THE WAY WE PLAY IS CHANGING

76% of tennis participants are adults, but participation rates for adults are declining

Less than 10% of participants are playing tournaments and/or competitions

Adult Social play offers our largest opportunity for growth

76% of adults who want to play, want to play socially with friends & family

There is currently large participation drop off rates for children between the ages of 9 - 14



### 3. THE PLACES WE PLAY NEEDS TO EVOLVE

Professionally owned venues generate 7 x more revenue than volunteer only venues



Over 60% of our venues don't have a strategic plan

Only 19% of venues offer online booking or registrations

89% of our clubs have competitions as their most popular programming

### 4. THE POWER OF COACHES

Coaches are incentivised to put more people on court



Only 49% of venues have a formal coach / club agreement

## 5. THE IMPORTANCE OF GOVERNMENT



82% of venues sit on Council or Crown land

Government is our sports largest sponsor & stakeholder

## 6. DO WE EXTRACT FAIR VALUE FOR TENNIS?

Average cost of membership is \$1.30 per week

Average court hire is \$7 per hour for members / \$22 per hour for non-member





# OUR STRATEGIC FRAMEWORK

## OUR PURPOSE

**TO GET MORE PEOPLE  
PLAYING TENNIS MORE OFTEN**

## OUR VISION

**TO CONNECT MORE PEOPLE  
TO TENNIS ACROSS NSW**

## OUR KEY DRIVERS

**CLUBS**

**COACHES**

**COUNCILS**

## OUR STRATEGIC PILLARS

**1. PLAY 2. PLACES 3. PEOPLE 4. PROMOTION**

## OUR VALUES

**EXCELLENCE**

**PARTNERSHIPS**

**ACCOUNTABLE**

**PASSION**

## OUR FOUNDATIONS

**FINANCE**

**SYSTEMS**

**GOVERNANCE**

**PEOPLE**

**STRUCTURE**

**CULTURE**

# OUR VISION 2021

## TO CONNECT MORE PEOPLE TO TENNIS ACROSS NSW



As the governing body of tennis in NSW, **Tennis NSW's role** will be to **engage, empower & support** our tennis family in NSW to help grow our game.



The **Key Drivers** of our sport in NSW are our **Clubs, Coaches & Councils**, who will remain responsible for delivering great tennis experiences on the court.



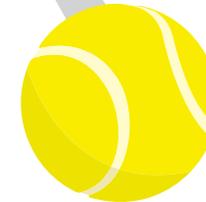
Our **Winning Formula** for Tennis in NSW:

**GREAT PEOPLE**

**+ GREAT COACHES**

**= GREAT TENNIS**

Success in our sport is primarily down to the people who are running, coaching & administrating it.



Our **Vision 2021 Strategic Plan** puts **people at its heart**, supporting the right people with the right programs, information and promotion to help us all succeed.

# STRATEGIC PILLAR 1: PLAY

## STRATEGIC PURPOSE:

To support clubs & coaches get more people participating in tennis

## OUR FOCUS AREAS

### NEW INITIATIVES WE WILL DELIVER

#### HOT SHOTS

- ✓ Growing the number of Hot Shots venues
- ✓ Growing Hot Shots Matchplay venues
- ✓ Increased investment in Hot Shots marketing

#### SCHOOLS

- ✓ Growing primary school partners
- ✓ Growing secondary school partners
- ✓ Increasing teacher training

#### COMPETITIVE TENNIS

- ✓ Tennis Sydney governance review
- ✓ Supporting JDS administration
- ✓ Training more Tournament Directors

#### ADULT SOCIAL TENNIS

- ✓ Promoting Adult Social Tennis benefits
- ✓ Supporting Adult Social Tennis pilots
- ✓ Assist Clubs to better market Adult Social Tennis



# STRATEGIC PILLAR 2: PLACES

## STRATEGIC PURPOSE:

To assist our Clubs, Coaches and Councils to invest in and operate sustainable tennis venues

## OUR FOCUS AREAS

### NEW INITIATIVES WE WILL DELIVER

#### TENNIS INFRASTRUCTURE

- ✓ Publish the Future Venues Strategy
- ✓ Increase number of ITF standard venues
- ✓ Develop strategic master plans in key regional hubs

#### CLUB OPERATIONAL HEALTH

- ✓ Launch #tennisrestart
- ✓ Develop the Venue Sustainability Rating (VSR)
- ✓ Use VSR as means to engage Clubs & Councils on future needs of tennis

#### RAISE PROFILE OF TENNIS IN GOVT.

- ✓ Strengthen relationships with State Government and Local Government Areas (LGA's)
- ✓ Better educate LGA's on the needs of tennis
- ✓ Influence a greater number of LGA leases

#### STATE TENNIS CENTRE

- ✓ Invest in the upgrade of Sydney Olympic Park Tennis Centre
- ✓ Continue to lobby for a new Sydney Sports Arena
- ✓ Create a world-class high performance environment



# STRATEGIC PILLAR 3: PROMOTE

## STRATEGIC PURPOSE:

To effectively promote Tennis and the work of Tennis NSW to our players, clubs, coaches and councils

## OUR FOCUS AREAS

### NEW INITIATIVES WE WILL DELIVER

#### STRONGER COMMUNICATIONS

- ✓ Improve member communications
- ✓ Establishing Quarterly Regional Forums
- ✓ Raise profile and visibility of Tennis NSW staff

#### LOCAL MARKETING SUPPORT

- ✓ Better understand the marketing needs of affiliates
- ✓ Launch a club marketing toolkit
- ✓ Test and measure local marketing initiatives

#### RAISE DIGITAL KNOWLEDGE

- ✓ Launch a digital education program
- ✓ Increase online booking registration in venues
- ✓ Provide practical support to volunteers to run digital and social initiatives

#### BETTER SERVE OUR MEMBERS

- ✓ Develop a 'customer centric' people culture
- ✓ Measure our inputs as well as outputs



# STRATEGIC PILLAR 4: PEOPLE



## STRATEGIC PURPOSE:

To attract, retain and develop great people to best serve our sport

## OUR FOCUS AREAS

### NEW INITIATIVES WE WILL DELIVER

#### COACHES & OPERATORS

- ✓ Develop coach mapping tool
- ✓ Grow regional coach workforce
- ✓ Grow coach educator workforce

#### VOLUNTEERS

- ✓ Better understanding of volunteer workforce
- ✓ Develop future leaders of our sport
- ✓ Launch volunteer strategy

#### PARENTS

- ✓ Improve engagement with tennis parents
- ✓ Launch Parent Advisory Group (PAG)
- ✓ Support transition from parent to volunteers

#### STAFF

- ✓ Develop a positive, engaged staff culture
- ✓ Launch 'customer centric' staff charter
- ✓ Embark on a Learning & Development program for staff

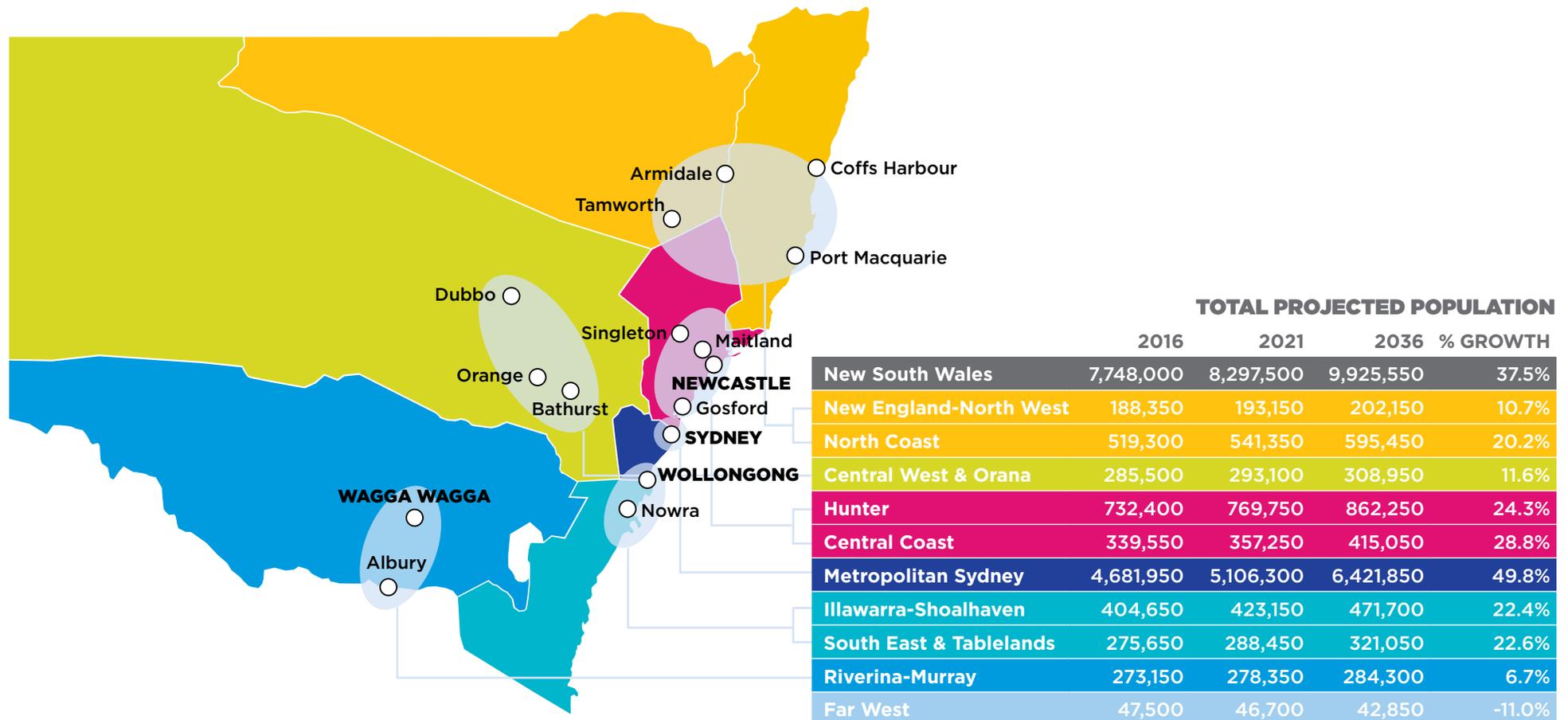


# WE WILL RESOURCE FOR THE FUTURE

New South Wales is changing and growing.

We will focus our time & resources in the areas with the highest population numbers and projected growth in order to have the greatest impact.

This will mean increased resources dedicated to 6 major population 'hubs' across our state.



# OUR ROLES AND RESPONSIBILITIES

Tennis NSW will increase the number of staff on the ground that will provide increased support to our Clubs, Coaches & Councils to deliver the Strategic Plan

PARTICIPATION LEADERS	SCHOOL COORDINATORS	REGIONAL COORDINATORS	COACH DEVELOPMENT	CLUB & BUSINESS DEVELOPMENT
<p><b>CORE PURPOSE:</b> Support our Members to help grow participation at a local &amp; regional level</p> <ul style="list-style-type: none"> <li>✔ Will support and partner our Clubs, Coaches &amp; Councils to help you deliver great tennis experiences on the ground</li> <li>✔ Will connect our Clubs, Coaches &amp; Councils with key resources, tools &amp; expertise to help enhance tennis delivery at a local level</li> <li>✔ Will provide insight, support and knowledge to help Volunteers better run their Clubs and Venues</li> <li>✔ Will facilitate a clear link back to Tennis NSW and help you drive increased participation in your Regions</li> </ul>	<p><b>CORE PURPOSE:</b> To promote and grow access to tennis across the School &amp; Education sector</p> <ul style="list-style-type: none"> <li>✔ Will build strong relationships with local schools and promote the tennis in schools program</li> <li>✔ Will build awareness of the Sporting Schools programme and the benefits it offers to Schools, Colleges and the tennis community</li> <li>✔ Will support delivery of tennis in schools through the upskilling and training of teachers and education assistants</li> <li>✔ Will support clubs &amp; coaches to connect to and run sustainable tennis programs in local schools</li> </ul>	<p><b>CORE PURPOSE:</b> Support Regional Committees to promote &amp; support tennis in the Country</p> <ul style="list-style-type: none"> <li>✔ Will support with the planning &amp; administration of the Junior Development Series across each Country Region</li> <li>✔ Will support each Region with their own Regional Squad and Player Pathway development</li> <li>✔ Will provide general administrative support to the Clubs, Coaches and Councils in their Regions</li> </ul>	<p><b>CORE PURPOSE:</b> To build a stronger and more effective Coaching community across NSW</p> <ul style="list-style-type: none"> <li>✔ Will help build, recruit &amp; train a strong Coach &amp; Coach Assistant network throughout NSW, particularly in Country</li> <li>✔ Will support Clubs &amp; Venues in developing and training their Coaching staff to help deliver great tennis experiences on the ground</li> <li>✔ Will support our Coaching network with timely, relevant and affordable Coach Development opportunities</li> </ul>	<p><b>CORE PURPOSE:</b> To support our Clubs &amp; Venues in improving operational sustainability and player experience</p> <ul style="list-style-type: none"> <li>✔ Will provide Industry knowledge and expertise to our Clubs, Coaches &amp; Councils to help improve venue operations and sustainability</li> <li>✔ Will work closely with our Council partners to help shape best practice tennis operations delivery at a local level</li> <li>✔ Will provide Clubs, Coaches &amp; Councils with the necessary support and expertise to help access all relevant streams of grants and facility funding</li> </ul>



**GET  
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**FOR ANY QUESTIONS PLEASE CONTACT TENNIS NSW**

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