

An aerial photograph of the Gold Coast region in Queensland, Australia. The image shows a dense urban area with numerous high-rise apartment buildings and commercial structures. In the foreground, a wide, sandy beach stretches along the coastline, with waves breaking in the turquoise ocean. The background features a mix of residential areas and green spaces, with a large body of water visible on the right side.

GOLD COAST REGION TENNIS
OPERATIONAL
PLAN 2024

2024

Gold Coast Region **TENNIS OPERATIONAL PLAN** **BACKGROUND**

The Gold Coast Regional Tennis Assembly

The Gold Coast Regional Assembly (GCRA), a formal sub-committee of Tennis Queensland (TQ), is a representative group of all TQ affiliated clubs within the Gold Coast Region. Representation of each club is granted through a club-nominated ‘club delegate’. With four (4) meetings scheduled throughout every year, each is an opportunity for club delegates to unite to drive the delivery of tennis activities and strive to advance and grow the sport of tennis across the Gold Coast Region. The GCRA is led by an executive committee, annually nominated by all club delegates of the Assembly. Executive committee positions include; Chairperson, Vice-Chairperson, Secretary and Treasurer.

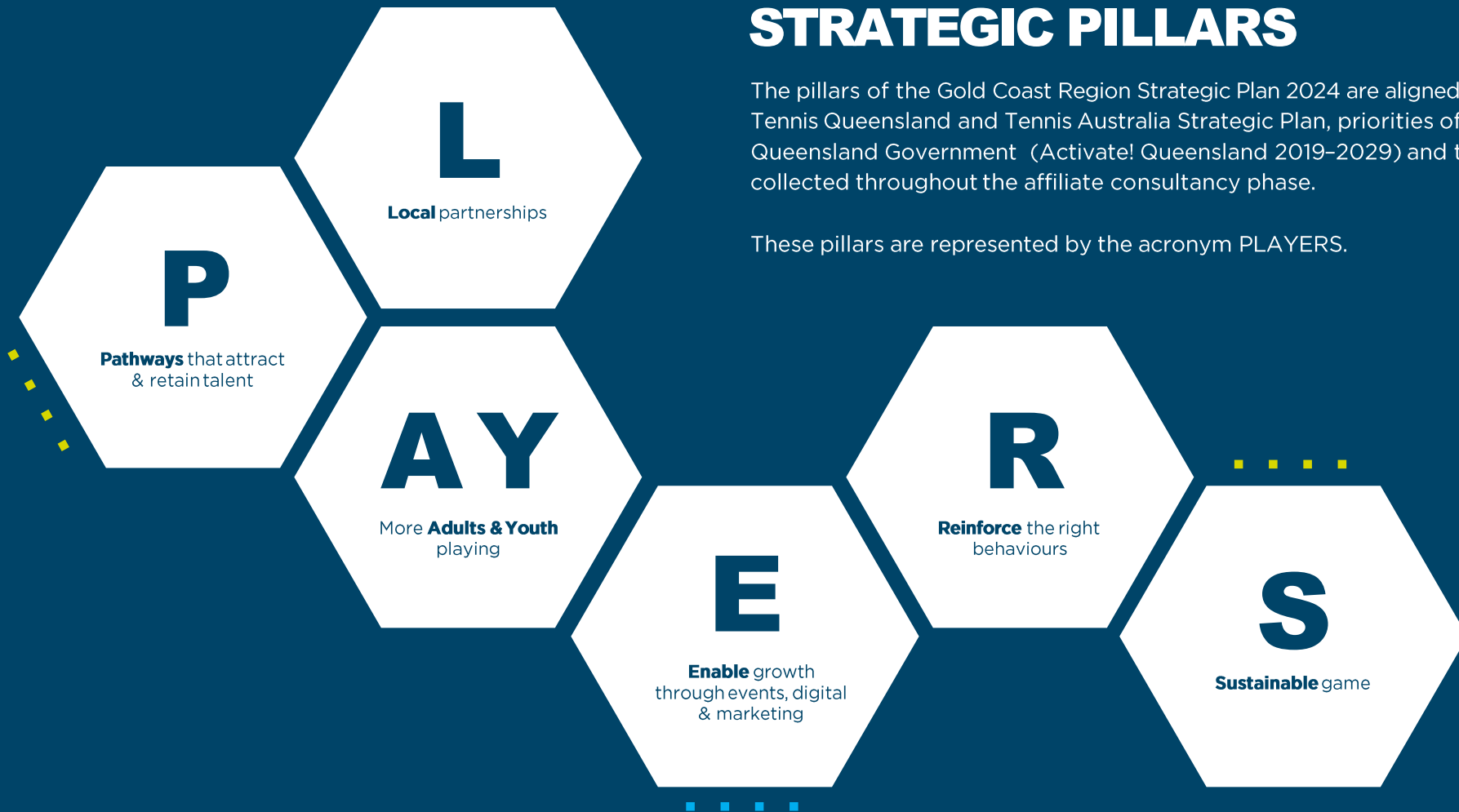
The Gold Coast Region Operational Plan

The Gold Coast Region Operational Plan has been established to define the direction and actions of the Gold Coast Regional Assembly throughout until 2024. Stakeholders involved in bringing the plan to life include the GCRA executive committee, club delegates, affiliated clubs and the Gold Coast Regional

STRATEGIC PILLARS

The pillars of the Gold Coast Region Strategic Plan 2024 are aligned with the Tennis Queensland and Tennis Australia Strategic Plan, priorities of the Queensland Government (Activate! Queensland 2019–2029) and the insights collected throughout the affiliate consultancy phase.

These pillars are represented by the acronym PLAYERS.



END TO END *Alignment*

The alignment between Tennis Australia and Tennis Queensland to our affiliates is vital to the success of our sport. Each body has a role in leading the sport, whilst also playing a supporting role to one another.

ROLES AND RESPONSIBILITIES

STRATEGIC PLAN DEVELOPMENT

TENNIS AUSTRALIA

Purpose | Vision | Values

TENNIS QUEENSLAND

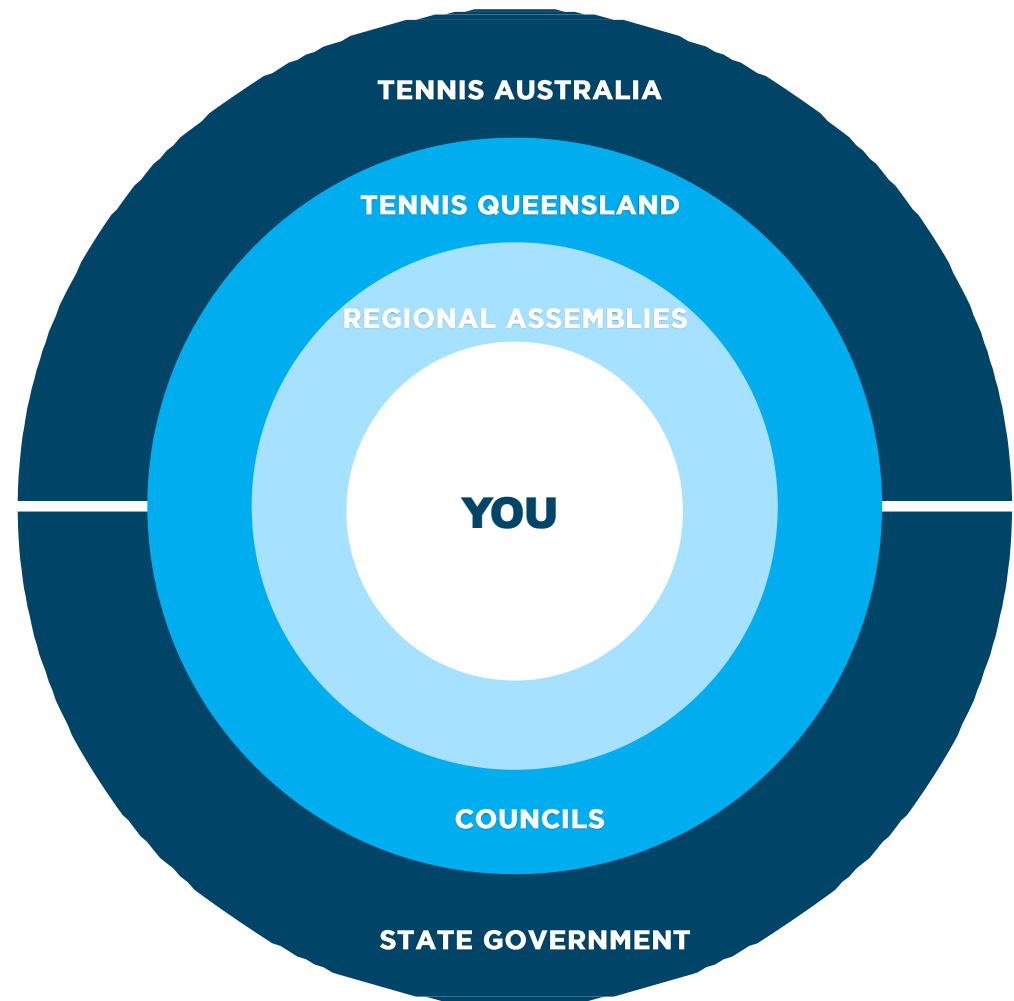
Relevance of Purpose, Vision and Values to Queenslanders | Behaviours | State Focus Areas | Pillars | State Measures of Success | Operational Plans

TENNIS QUEENSLAND REGIONAL ASSEMBLIES

Regional Focus Areas | Regional Measures of Success

QUEENSLAND AFFILIATES

Focus Areas | Club Development Plans | Measures of Success



2024

Gold Coast Region **TENNIS OPERATIONAL PLAN** **PLAN ON A PAGE**

Our Purpose: We believe playing makes life better | **Our Vision:** To create a playful world through tennis | **Our Mission:** Create Thriving Tennis Communities

Pillar	Objectives	Regional Focus Areas
Pathways that attract & retain talent	Foster diverse pathways that attract and retain talent	1. Tournaments and Competitions 2. Pathway to Play 3. Emerging Leaders Program
Local partnerships	Empower partners at the local level; put volunteers, coaches and councils at the centre of our thinking	4. Council Relationships 5. Community Engagement 6. Local Partnerships
More adults & youth playing	Celebrate tennis as a game for life, attracting and retaining youth and providing adult social play opportunities	7. Schools 8. Awareness of Established Programs 9. Club Membership
Enable growth through events, digital & marketing	Maximise events, digital platforms and marketing opportunities to grow the game	10. Digital Footprint 11. Major Events
Reinforce the right behaviours	Create a culture of safety, wellbeing and inclusion across the sport	12. Welcoming, Safe & Inclusive clubs 13. Tournament Culture 14. Recognize, Reward & React
Sustainable Game	Deliver a long term sustainable game	15. Succession Planning Support 16. Environmentally Friendly Clubs

P

Pathways that attract
& retain talent

Pathways that attract & retain talent

OBJECTIVE

Foster diverse talent pathways that enable players to maximise their unique potential

GOLD COAST REGION FOCUS AREAS

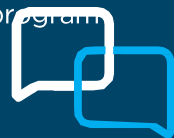
1. Review Tournaments & Competitions
2. Communicate the Pathway
3. Implement Emerging leader program



REVIEW TOURNAMENTS & COMPETITIONS

Review the region's offering and delivery of match play opportunities to grow participation, enhance player experience and foster retention.

- Regional Match Play Pathway Review
- Enhance & Progress Tournament Delivery
- Improve the QJTC Player Journey
- Conduct an Engagement & Awareness Survey



PATHWAY TO PLAY

Improve the communication of the competition & tournament pathway available to all players within the Gold Coast Region.

- Roadmap the player pathway
- Create & distribute regional calendars annually
- Re-introduce the junior 'player pack'



EMERGING LEADERS PROGRAM

Subject to a pilot evaluation, the Region is seeking to implement an Emerging Leaders program to identify & develop future leaders.

- Establish a charter
- Develop and propose a framework
- Implement the program
- 6 month program, open to 6 – 8 candidates

Local partnerships

OBJECTIVE

Empower partners at the local level; put volunteers, coaches and councils at the centre of our thinking

GOLD COAST REGION FOCUS AREAS

1. Partner with Council
2. Engage with Community Groups
3. Encourage Local Partnerships



COUNCIL RELATIONSHIPS

Develop a council engagement template for club committees to increase the magnitude of their relationship with their council, councillor and MP to leverage further opportunities.

Identify ways to partner with councils, to enhance the delivery of local events.



COMMUNITY ENGAGEMENT

Leverage relationships with community groups to foster community engagement and awareness.

- Provide clubs with their community profile
- Roadmap inclusion opportunities
- Investigate the NDIS delivery network
- Coordinate capacity building workshops



LOCAL PARTNERSHIPS

Build regional partnerships & support clubs to identify local business engagement opportunities.

- Expand collaboration with Gold Coast Bulletin
- Build relationships with additional media outlets
- Empower clubs to build partnerships with local businesses as a means of increasing their profitability and profile.



AY

More Adults & Youth
playing

More *Adults & Youth* playing

OBJECTIVE

Celebrate tennis as a game for life, attracting and retaining youth and providing adult social play opportunities

GOLD COAST REGION FOCUS AREAS

1. Schools
2. Awareness of Established Programs
3. Communicating Member Benefits



SCHOOLS

Transition kids from school delivered tennis programs into TQ led pathway competitions and club delivered programming.

- Improve the profile of TQ within partner schools
- Communicate the school pathway at clubs
- Approach Special Schools and Secondary Schools to initiate partnership
- Pilot a school to club transition program



AWARENESS OF ESTABLISHED PROGRAMS

Support and enable clubs to deliver tennis branded products appropriate for their communities to attract new people into their club.

- Audit availability of programs at clubs
- Transition audit into a roadmap
- Identify gaps & potential opportunities
- Empower clubs to deliver new programs



CLUB MEMBERSHIP

Support clubs to strengthen the value of their memberships through the provision of resources tailored to individual components, including:

- Membership models
- Membership value
- New member experience
- Member communications
- Membership marketing



E

Enable growth
through events, digital
& marketing

Enable growth through events, digital & marketing

OBJECTIVE

Maximise events, digital platforms and marketing opportunities to grow the game

GOLD COAST REGION FOCUS AREAS

1. Digital Footprint
2. Major Events



DIGITAL FOOTPRINT

Maximize the digital expertise within clubs to improve their delivery of products and programs.

- Target areas: Club Logo, Email address, Google My Business, Website & Social Media
- Sustain the digital presence through introducing a best practice framework



MAJOR EVENTS

Better leverage major events to entice new players into the sport and into programming at local clubs.

- Capitalise on current events to raise awareness through social media at a community level
- Better utilise local Brisbane Tennis pathway tournaments as a platform to promote the Brisbane Tennis event



R

Reinforce the right behaviours

Reinforce the right behaviours

OBJECTIVE

Create a culture of safety, wellbeing and inclusion across the sport

GOLD COAST REGION FOCUS AREAS

1. Welcoming, safe & inclusive clubs
2. A Positive Playing Experience
3. Recognise, Reward & React



WELCOMING, SAFE & INCLUSIVE CLUBS

Rollout the thriving communities framework to ensure clubs are welcoming, safe and inclusive.

- Ensure the correct implementation of the Member Protection Policy at all affiliated clubs



TOURNAMENT CULTURE

Enable regionally sanctioned events to become a platform to educate players & parents on appropriate on-court and off-court behaviours.

- Lay the foundations through re-launching the Gold Coast Regional Behaviour Policy
- Reinforce the right behaviours through consistent messaging



RECOGNISE, REACT AND REWARD

Identify and reward key tennis achievements of volunteers, clubs and club members to champion change.

- Develop a reward & recognition framework
- Identify external reward & recognition opportunities



S

Sustainable game

Sustainable game

OBJECTIVE

Deliver a long term sustainable game

GOLD COAST REGION FOCUS AREAS

1. Succession Planning Support
2. Environmentally Friendly Clubs



SUCCESSION PLANNING SUPPORT

Support club committees to identify new volunteers and streamlining handover processes to foster growth.

- Create a resource package for clubs to assist them in retaining knowledge and streamlining effective handovers
- Prepare a roadmap for the future of the club
- Grants and funding checklist and calendar
- Governance checklist – What does good governance look like?



ENVIRONMENTALLY FRIENDLY CLUBS

Educate and support clubs to embrace and promote environmentally friendly practices.

- Identify achievable & progressive environmental practices:
 - Solar panels on clubhouse
 - Recycling bins
 - Containers for change program (revenue producing sustainable practices)
- Create a checklist for clubs on adopting sound environmental practices

Gold Coast Region **PLAN IN PICTURES**



Tournaments & Competitions

Review the region's offering and delivery of match play opportunities to grow participation, enhance player experience and foster retention.



Pathway to Play

Improve the communication of the competition & tournament pathway available to all players within the Gold Coast Region.



Emerging Leaders

Implement an Emerging Leaders program to identify & develop future leaders.



Council Relationships

Increase the magnitude of their relationship between clubs and councils, councillor and MP to leverage further opportunities.



Community Engagement

Leverage relationships with community groups to foster community engagement and awareness.



Local Partnerships

Build regional partnerships & support clubs to identify local business engagement opportunities.



Schools

Transition kids from school delivered tennis programs into TQ led pathway competitions and club delivered programming.



Awareness of Established Programs

Support established clubs to deliver tennis branded products appropriate for their communities to attract new people into their club



Community Engagement

Support clubs to strengthen the value of their memberships through the provision of resources tailored to individual components.



Digital Footprint

Maximize the digital expertise within clubs to improve their delivery of products and programs.



Major Events

Better leverage major events to entice new players into the sport and into programming at local clubs.



Welcoming, Safe & Inclusive Clubs

Rollout the training communities framework to ensure clubs are welcoming, safe and inclusive.



Tournament Culture

Increase the magnitude of their relationship between clubs and councils, councillor and MP to leverage further opportunities.



Recognise, React & Reward

Identify and reward key tennis achievements of volunteers, clubs and club members to champion change.



Succession Planning Support

Support club committees to identify new volunteers and streamlining handover processes to foster growth.



Environmentally friendly Clubs

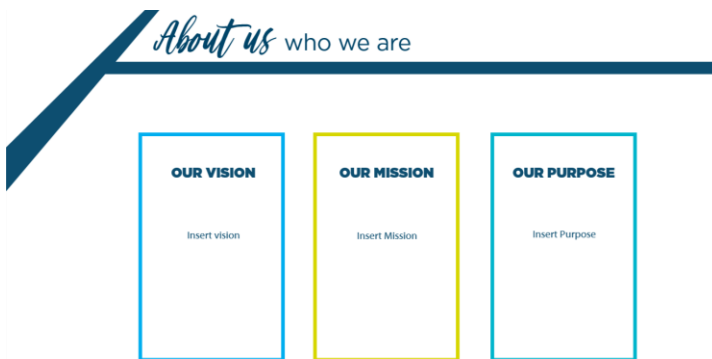
Educate and support clubs to embrace and promote environmentally friendly practices.

Gold Coast Region Emerging Leaders Program



THE EMERGING LEADERS PROGRAM	The Emerging Leaders program has been established as a platform to identify and develop future leaders of our sport within our affiliate network. Through this RIP funded professional development and volunteering program, we are striving to enable further capability amongst the tennis delivery network and foster long term and sustainable success.
PROGRAM PARTICIPANTS	This program invites players and members of affiliated clubs with a genuine passion for tennis. The Emerging Leader Program is an opportunity to gain experience, while giving back. Nominated participants should demonstrate initiative, want to gain practical experience and envision a future within the Sport & Recreation industry. Selection will be based off a determination of each participants tennis experience, anticipated impact and commitment to their club.
PROGRAM REQUIREMENTS	<ul style="list-style-type: none">• Completion of nominated professional development course (Coaching Course, TD, Officiating)• 30 volunteer hours at your affiliate to deliver a nominated project (e.g. Open Day, Tournament directing, OCS host)• Commitment to complete all requirements within 12 months
PROGRAM INCLUSIONS	<ul style="list-style-type: none">• Fully funded professional development (select from: coaching, officiating, leadership, sports administration)• Hands on experience at participants club• Funding for your nominated affiliate project• Graduation certificate and future employment recommendations
ADDITIONAL INFO <i>(Subject to charter, framework & approved proposal)</i>	<ul style="list-style-type: none">• This project is funded by the GCRA, however requires commitment by a nominated affiliate representative;• Nominations must come from affiliate representative with correct paperwork attached;• The GCRA committee will select successful applicants based on selection criteria;• Applicants must be over 15 years old to apply, there is no maximum age;• Volunteering hours to be monitored and signed off by affiliate representative or Head coach;• Project must be completed by July 30 each year. Upon completion, participant must submit relevant paperwork including project summary. RA & TQ to compile and present at AGM; and• RIP Funding allocated annually covering professional development and pre-determined contribution to affiliate project.

Club Development Plan



Affiliate checklist track your progress

	Strategic Club Initiative	Resources	Who	Measures	Status
	Identify one person within the Club to participate in ELP coaching course and address succession planning for coaches within the Club	• RA support for funding	• Club to drive	• One successful candidate completed the ELP for 2021	●
	Update website and join Instagram	• To appoint Digital officer • Club Staff	• CDO to work with Club Digital officer	• Website updated and new Instagram account by June 2021	●
	Attend community fair and local school fetes to drive awareness and membership	• Require access to event kit • Club Staff	• TQ provide event kit access • Club provide staff	• Attended community fair and St Anthony's school fetes for 2021	●
	Develop facilities plan to address court maintenance and engage council to obtain relevant grants	• Grant list • Secure grant writer	• CDO to work with Club to develop plan, President to own and monitor	• Aim for GCBS application to resurface court 5	●
	Build and implement a program for inclusion, specifically focused on Indigenous groups in the community	• TQ to provide links & contacts	• Head Coach to engage contacts and drive program • TQ to support	• Minimum 4x sessions to be held by Nov 2021	●