



# Advantage *Queensland*

Tennis Queensland  
Strategic Plan Update

2026







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ADVANTAGE QLD 2026

# An integrated approach to strategy

In 2019, Tennis Queensland launched the Tennis Queensland Strategic Plan 2024. It was a bold and wide-ranging plan, and despite a pandemic and significant financial challenges, over the ensuing three years, the Tennis Queensland team continued to make significant progress with its delivery.

Following the pandemic, tennis has invested in several significant national reviews including the national Coach review, a national competitive play review, and the Game On! Australian Tennis Participation with a National Sustainability Plan are also in the pipeline.

Advantage QLD 2023-2024 was an integrated Action Plan, incorporating the consultation of the Tennis Queensland Strategic Plan 2024 and subsequent progress. Upon review and refinement in line with the current climate, emerging needs and feedback, this Strategy Plan has been extended to 2026.

As a proud Active Industry Partner, Tennis Queensland continues to ensure Advantage QLD 2026 is aligned with the Queensland State Government's Activate! Queensland 2029 Strategy.





# Plan on a Page

**Our Vision** To be the #1 sport in Queensland for participation, inclusivity & accessibility

**Our Purpose** More people playing tennis more often

**Our Mission** To enable, develop and lead a thriving tennis delivery network throughout Queensland

- Our Values**
- Respect
  - Collaboration
  - Imagination
  - Excellence

- Strategic Priorities**
- Tennis Courts & Facilities
  - Tennis Communities
  - Tennis Competitions & Pathways
  - Tennis Coaches

- Strategic Foundations**
- Financial Management
  - Governance & Risk Management
  - Our People & Culture
  - Diversity, Equity & Inclusion
  - Government Relations
  - Leveraging Major Events

**Key Stakeholders**

Players - Parents - Coaches - Volunteers - Affiliates - Venue Operators - Administrators - Staff - Tennis Australia

LGAs - State Government - Schools - Stadiums Queensland - Commercial Partners - Federal Government







# The Ambition

## Our Vision

To be the #1 sport in Queensland for participation, inclusivity & accessibility

## Our Purpose

More people playing tennis more often

## Our Mission

To enable, support and develop a thriving tennis delivery network throughout Queensland

## How We Work ...

Tennis Queensland works through our affiliates and coaches to inspire player growth and deliver sustainable facilities. Our primary role is to enable, support and develop thriving tennis communities that provide opportunities for volunteers and rewarding careers to coaches and operators.







## Our Values & Behaviours

A great strategy alone is not enough.  
Values and culture will enable success.



### Respect

We will be considerate, self aware and treat all members of the tennis family with respect. We will be positive, build relationships on trust and take responsibility for our actions.



### Collaboration

Off the court we choose collaboration over competition. We listen, work together with all members of the tennis community and celebrate each others success.



**Each member of the Tennis Queensland Board, Regional Assemblies and staff will demonstrate these values in the choices we make and the behaviours we model.**



### Imagination

We welcome those that think differently and encourage diversity.



### Excellence

Excellence is an attitude and a continual process. Every day we strive to be better.



# Strategic Priorities 2026

Tennis in Queensland is a large, complex, and interdependent ecosystem. We have identified four strategic priorities to drive grassroots tennis over the next two years.



## Tennis Courts & Facilities

Tennis facilities are the foundation of our sport. Our role is to help ensure tennis facilities are fit-for-purpose, accessible, and located in areas of demand. We will work hand in glove with our affiliates, schools, and local Governments to maximise court utilisation and encourage sustainable management models.



## Tennis Communities

Our tennis communities are a diverse mix of not-for-profits, privately owned facilities, coach operators, schools, and competition facilitators. Our role is to inspire and lead safe, collaborative, and inclusive tennis communities. We will endeavor to provide an affiliation model that represents value to all our affiliates and deliver best practice governance that is fit-for-purpose and has a positive influence on our sport.



## Tennis Competitions & Pathways

Tennis is a game and players want to play! Our role is to encourage and support the delivery of a holistic player pathway that attracts and retains players of all abilities and standards. We understand regions have unique strengths and challenges, and our competitions and pathways have to be adaptable across the state.



## Tennis Coaches

Tennis coaches are the catalyst to thriving player pathways and the driver of sustainable tennis communities. Where great coaches work, tennis thrives. Our role is to develop and nurture a diverse and highly capable coach delivery network to meet the needs of our affiliates and assure the long-term future of tennis.



## The Opportunity

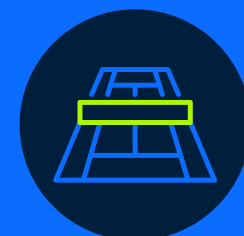
Data shows

**MORE THAN  
400,000  
QUEENSLANDERS**

who do not currently play tennis will be interested in playing in the next 12 months. Advantage QLD!

(data supplied by Aura/Kinetica March 2023)





## Tennis Courts & Facilities



### Strategic Objectives

To identify and prioritise investment in tennis infrastructure across Queensland, ensuring facilities are fit-for-purpose, accessible, and meet current and future participation demands.

To work through our affiliates and coaches, and with our schools and local governments to establish sustainable management models that maximise court utilisation.

\*Our strategic focus on tennis courts links directly with Key Outcome D of our Active! Industry Partnership with the Queensland Government. It also aligns with ACTIVATE! Queensland, Accelerate 2022-2025 Commitment #3 & #4.



### Focus Areas

- Continued strategic implementation of the Queensland Tennis Facilities Plan 2028 (QTFP 2028).
- Support innovative models to increase investment in and the development of new tennis facilities.
- Continued support and assistance for affiliates to achieve funding for upgraded tennis facilities throughout the state.
- Retention of, upgrades to, and increased accessibility to school tennis facilities including the Tennis in State Schools Initiative program.
- Promote stage 1 of the Queensland Tennis Centre Master Plan.
- Work with clubs to adopt best practice management models, based upon specific venue's needs, maximise venue visitation and long-term venue sustainability.
- Implement the Complementary Formats Strategy and recognise the role of complementary formats in the Queensland tennis landscape.





## Tennis Communities



### Strategic Objectives

To educate, support and build capacity of our clubs, volunteers and regions to better deliver to the demand of the communities and grow tennis participation.

To ensure our affiliation model represents value to all affiliates.

Deliver best practice governance that is fit-for-purpose and responsive to the evolving needs of our tennis community.



### Focus Areas

- Partner with clubs to provide support and resources across programs, club operations, appropriate products and performance.
- Review the affiliation model to ensure it offers compelling value.
- Embed equity, governance training, and succession planning into all areas of our governance framework.
- Investment in the development of our future tennis leaders in club administration, coaching, tournament delivery and governance.

\*Our strategic focus on tennis communities links directly with Key Outcome A & C of our Active! Industry Partnership with the Queensland Government. It also aligns with ACTIVATE! Queensland, Accelerate 2022-2025 Commitment #1.





# Tennis Competitions & Pathways



## Strategic Objectives

To clarify and support the delivery of a holistic player pathway that attracts and retains players of all abilities and standards.

To support the training and development of officials, coaches, and tournament directors to deliver high-quality competitive play opportunities right across the state.

## Focus Areas

- The education of Queensland players, parents, and coaches on the Queensland player pathways, UTR, rankings, competitive play opportunities and behavioural expectations.
- Educate and develop a state-wide network of league deliverers and tournament directors.
- Invest in and improve our kids' first-defined tournament experience – The Junior Development Series.
- Continue investing in officiating and volunteers.
- Introduce new team tennis initiatives to complement and enhance the existing tournament framework.

\*Our strategic focus on tennis competitions and pathways links directly with Key Outcome B of our Active! Industry Partnership with the Queensland Government. It also aligns with ACTIVATE! Queensland, Accelerate 2022-2025 Commitment #2.





## Tennis Coaches



### Strategic Objectives

To source, attract, and retain a diverse and highly capable coach delivery network.

To support coach development programs that meet the evolving needs of our players, affiliates, and society.

### Focus Areas

- Increase collaboration, and the sharing of ideas within the coaching community.
- Improve the off-court capability and capacity of our coach network.
- Invest in and support appropriate programs to drive coach recruitment.
- Develop and support coach retention strategies, including coaching as a career

\*Our strategic focus on tennis competitions and pathways links directly with Key Outcome B of our Active! Industry Partnership with the Queensland Government. It also aligns with ACTIVATE! Queensland, Accelerate 2022-2025 Commitment #2.



# Strategic Foundations



## Financial Management

- Diversify revenue streams and increase the ratio of income outside of Tennis Australia.
- Responsible financial management that applies a balanced view to investing in tennis and sensibly managing financial reserves.



## Governance & Risk Management

- Best practice, organisational appropriate governance practices.
- Continual constitutional refinement of the fit-for-purpose constitution.
- Best practice risk management frameworks.
- Best practice child safety protocols.



## Our People & Culture

- A highly capable team focused on tennis in Queensland.
- A nation-leading executive team.



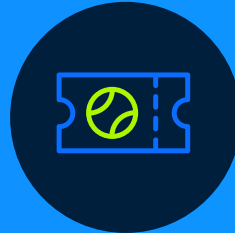
## Diversity, Equity & Inclusion

- Implementation of the Tennis Queensland Gender Equity Plan.
- Implementation of a Reconciliation Action Plan and support the delivery of quality, co-designed, and culturally appropriate participation opportunities for Aboriginal and Torres Strait Islander communities.
- Support and expand our all-abilities player pathways.



## Government Relations

- Tennis Queensland's Friends of Tennis network.
- Partnerships with local councils, Federal and State Government for the benefit of our affiliates.



## Leveraging Major Events

- Optimise QTC court utilisation and broader venue activation.
- Partnership with the National Tennis Academy.
- Deliver the Brisbane Summer of Tennis to raise the profile of grassroots tennis.
- Work with TA to deliver major Australian tennis events.





# Summary

Queensland is geographically vast, and the needs of our regions vary enormously. Whether it be Metropolitan Brisbane, Far North Queensland, or Western Queensland, we are at a critical juncture for tennis player participation right across the state.



Over the last three years, the state has seen enormous population growth, particularly in the southeast. In this region the demand for tennis is extremely strong, and player growth is predominantly constrained by a lack of facilities and capacity within our coach delivery network. However, in other regional areas, the story is different.

Many of our western and northern regions have large facilities but towns with dwindling populations and ageing coaches. Combined with heavy competition from other grassroots sports, especially in women and girls, the long-term viability of tennis in these regions is uncertain.

Advantage QLD acknowledges these challenges and provides guidance for where and how to focus investment to influence both our short-term growth and long-term sustainability.



