



TENNIS SA STRATEGY 2021 - 2024

Inspiring everyone to enjoy life through tennis





WELCOME TO OUR 2021-2024 STRATEGIC PLAN

Tennis SA is focused on providing pathways and opportunities for people to enjoy life through tennis, and the next three years are set to see some incredible growth for our sport in SA!

We are proud to present to you all our Tennis SA Strategic Plan 2021-2024. We would like to start by acknowledging the incredible tennis community that is the heartbeat of our sport in this state. To our clubs, associations, coaches, volunteers, players, and tennis fans we thank you for the amazing journey so far and for your contribution that has seen tennis thrive in the community.

With the recent challenges of COVID-19, we have been privileged to see our community come together to keep players active and connected over the most trying of times. We thank the South Australian Government, our local Councils and Government Departments, and Tennis Australia for their continued advocacy of tennis in SA. We believe our new strategy aligns closely with the priorities of the governing bodies, enabling continued growth in people participating and being active in our state.

Our purpose is to inspire everyone to enjoy life through tennis. We are committed to helping our tennis community thrive, and to provide ongoing support so our clubs and courts are open, accessible, and inclusive for all. Quite simply we want to help more people play more often.

We have five key strategic pillars we are focused on which we believe hold us in a great position to continue to grow:

- Participation retention and growth
- Competitive play
- Financial sustainability
- Event momentum
- Organisational development

With grassroots at the core of everything we do, the five focus areas above will allow our teams to assist our affiliates and stakeholders to deliver great tennis opportunities to more South Australians.

Our tennis values of imagination, collaboration, humility and excellence will continue to be at the core of everything we do. We aim to continue to diversify and educate our staff to deliver the best outcomes for tennis and our community.

We look forward to working with you all to deliver our new strategic direction and hope to see you all on court soon!

Debbie Sterrey
CEO



Kent Thiele
President



TENNIS SA STRATEGY 2021 - 2024



TENNIS AUSTRALIA PURPOSE

Create a playful world through tennis, because we believe playing makes life better.

TENNIS SA PURPOSE

Inspiring everyone to enjoy life through tennis.

OUR VALUES

▶ **IMAGINATION**

Dare to act differently

▶ **COLLABORATION**

Build trust through mutual respect

▶ **HUMILITY**

Put others ahead of yourself

▶ **EXCELLENCE**

Never stop striving to be the benchmark



PARTICIPATION, GROWTH AND RETENTION

Drive accessibility

Club development

Coach review



COMPETITIVE PLAY

Develop and strengthen events across all regions

Retain, develop and grow players

Increase administration support for associations and clubs



FINANCIAL SUSTAINABILITY

Memorial Drive redevelopment

Maximise commercial opportunities

Strengthen and grow key partnerships

Ongoing affiliation review

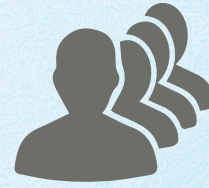


EVENT MOMENTUM

Develop and deliver key events strategy

Raise profile of grassroots tennis events

Secure and foster other sector events



ORGANISATIONAL DEVELOPMENT

Concise and professional performance practices

Adaptable and sustainable workforce

Culture and values



STRATEGIC PILLAR 1

PARTICIPATION, GROWTH AND RETENTION

Our Strategic Goal:

To get more people playing more often. Tennis is a sport for everyone, and our goal is to ensure there are many inclusive pathways and opportunities provided so having a hit is the easiest it's ever been.



Key Strategies:

DRIVE ACCESSIBILITY

- ▶ Working with Inclusion and Diversity governing bodies to open-up more opportunities and pathways to ensure tennis is accessible to all.
- ▶ Create stronger pathways from school participation to club and competition tennis.
- ▶ Tennis at your fingertips. Easy to access online platforms and programs that allow more people to find ways to play in SA.

CLUB DEVELOPMENT PLANS

- ▶ Strong focus on sustainable education for clubs and associations to thrive in their communities.
- ▶ Development of individualised plans with a focus on the unique growth opportunities per club.
- ▶ Digitally enabling clubs to better track their members and casual participants, and allowing more people to connect with them and their programs.

COACH REVIEW

- ▶ Embedding Club Coach agreements across the state to provide best practice governance for our participants.
- ▶ Fostering regional relationships to encourage more community play coach deliverers and more opportunities for regional growth.





Our Targets:

- ▶ Number of participants in Inclusion and Diversity programs
- ▶ Greater transition from school-based programs to club-based programs
- ▶ Number of clubs and associations with strong action plans and Club Spark programs
- ▶ Increased Community Play deliverers and Club/Coach agreements

STRATEGIC PILLAR 2

COMPETITIVE PLAY

Our Strategic Goal:

To enrich lives through engaging competitive experiences, allowing all players, coaches and clubs to thrive.



Key Strategies:

DEVELOPING AND STRENGTHENING EVENTS ACROSS ALL REGIONS

- ▶ Ensuring the right events are accessible to the right players.
- ▶ Event hosts and officials are upskilled and trained in line with our tennis values.
- ▶ A strong contingent of players successfully competing in events.
- ▶ More players retained following their first event experience.

RETAIN, DEVELOP AND GROW PLAYERS

- ▶ Develop a holistic pathway centered around the player journey.

- ▶ Educating players, parents and coaches about the right type and amount of competition for each stage.
- ▶ Increasing number of players in South Australia with a reliable and verified rating.
- ▶ Profiling top players - elevating State League.

INCREASE ADMIN SUPPORT FOR ASSOCIATIONS AND CLUBS

- ▶ Reduce the burden on volunteers at Association level.
- ▶ Improve the governance and management structure of competitive tennis using clear language, defined competition calendars and delivery principles.
- ▶ Develop strong rules and regulations based on agreed tennis values and spirit of tennis behaviors.



A photograph of two tennis players on a court. The player on the left is a Black man wearing a white shirt and a light-colored cap, with his fist raised in celebration. The player on the right is a white man wearing a blue shirt and a white cap, also with his fist raised. They are both smiling and looking at each other. The background is a clear blue sky. A pink decorative element with a dotted pattern is on the left side of the image. A pink semi-transparent box is overlaid on the bottom left, containing text. Two pink circles are at the bottom right.

Our Targets:

- ▶ Players obtaining a reliable and verified rating
- ▶ A strong focus on players participating and retained in competitive play
- ▶ Every week every player has the opportunity for a local level-based competitive experience

STRATEGIC PILLAR 3

FINANCIAL SUSTAINABILITY

Our Strategic Goal:

To deliver strong financial outcomes and secure like-minded partnerships to invest more back into the community to promote grassroots opportunities and get more people playing.



Key Strategies:

REDEVELOPMENT

- ▶ Deliver the project on time and on budget.
- ▶ Develop a strong brand identity and open up opportunities to see more tennis back at Memorial Drive.
- ▶ Be a premier venue in the state offering inclusive and accessible events that are welcoming for all.

MAXIMISE COMMERCIAL OPPORTUNITIES

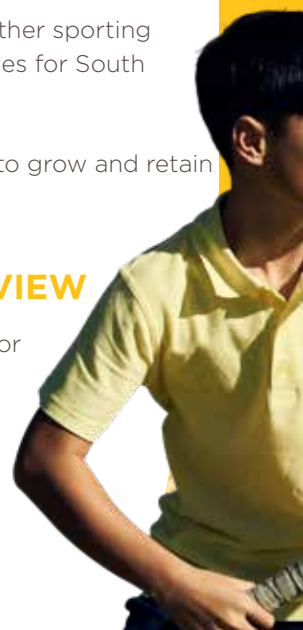
- ▶ Leverage the redevelopment of Memorial Drive to give more to grassroots tennis in SA.
- ▶ Secure smart and sustainable operational partners.
- ▶ Development of corporate offerings and programs for the new venue.

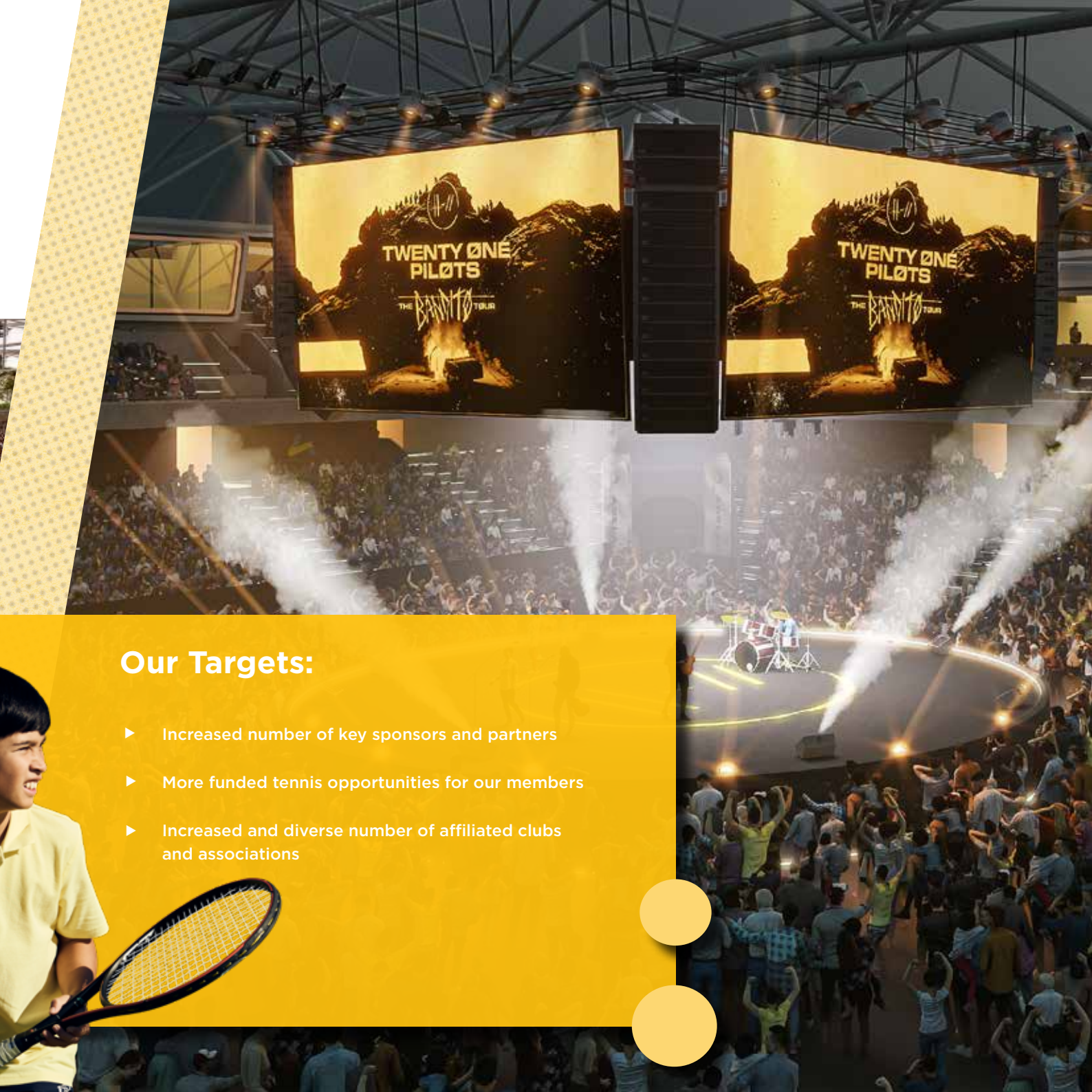
STRENGTHEN AND GROW KEY PARTNERSHIPS

- ▶ Connect with South Australian businesses to provide sponsorship opportunities to help grassroots tennis thrive.
- ▶ Alignment with key stakeholders across other sporting organisations to provide more opportunities for South Australians to get active.
- ▶ Focus on available funding opportunities to grow and retain players in the state.

ONGOING AFFILIATION REVIEW

- ▶ Be agile and progressive in the offerings for affiliated clubs.
- ▶ Diversify categories to ensure an inclusive and fair representation for all.
- ▶ Secure key benefits for affiliates.





Our Targets:

- ▶ Increased number of key sponsors and partners
- ▶ More funded tennis opportunities for our members
- ▶ Increased and diverse number of affiliated clubs and associations

STRATEGIC PILLAR 4

EVENT MOMENTUM

Our Strategic Goal:

To deliver the world-class Adelaide International and provide a premium venue to deliver more grassroots tennis events, industry events, concerts and shows.



Key Strategies:

DEVELOP AND DELIVER KEY EVENT STRATEGY

- ▶ Work with Tennis Australia to deliver the Adelaide International as an event both players and patrons want to come back to year on year.
- ▶ Leverage the Adelaide International and brand-new Memorial Drive to deliver more tennis to the community across the year.
- ▶ Deliver an annual calendar of events and functions at Memorial Drive to build excitement around the venue and tennis in SA.

RAISE PROFILE OF GRASSROOTS TENNIS EVENTS

- ▶ Revitalise Centre Court as the premium place for tennis across all pathways.

- ▶ Bring more community led tennis events, competitions, and tournaments to Memorial Drive.
- ▶ Develop marketing and PR strategies to lift the profile of our top competitive offerings.

SECURE AND FOSTER OTHER SECTOR EVENTS

- ▶ Collaborate with key stakeholders to ensure we offer and deliver premium experiences.
- ▶ Align closely with other sporting organisations to provide unique sporting offerings in a premium venue.
- ▶ Be open and inclusive, opening up opportunities for community and other industry sectors.





Our Targets:

- ▶ Increased patronage and event experiences at the Adelaide International
- ▶ Number of grassroots initiatives at Memorial Drive
- ▶ Sustainable growth across other industry sector events



STRATEGIC PILLAR 5

ORGANISATIONAL DEVELOPMENT

Our Strategic Goal:

To ensure our workforce is diverse and agile, and equipped with all the tools to deliver the best outcomes for the tennis community in South Australia.



Key Strategies:

CONCISE AND PROFESSIONAL PERFORMANCE PRACTICES

- ▶ Implement and continually review all staff performance plans with a clear focus on professional and personal development opportunities.
- ▶ Develop and execute a strong performance process which allows staff to feel empowered and accountable to thrive for the betterment of tennis.

ADAPTABLE AND SUSTAINABLE WORKFORCE

- ▶ Implement internal cross-skilling opportunities for all staff to continually grow their knowledge of tennis in SA.
- ▶ Ensuring our workforce is equipped to deliver critical services to our tennis community to ensure the sustainability of the sport.

CULTURE AND VALUES

- ▶ Tennis SA becoming an employer of choice, providing an inclusive and welcoming environment for all.
- ▶ Our staff living the core values of imagination, collaboration, humility and excellence every day and in all areas of work.





Our Targets:

- ▶ Low-turnover by creating an engaging, supportive and opportunistic working environment
- ▶ Execution of Professional and Personal Development Plans for all employees
- ▶ Digitally enabled workforce



AT A GLANCE

Strategic Priorities 2021 - 2024

Participation Growth and Retention

Drive accessibility

Club development

Coach review



Competitive Play

Develop and
strengthen events
across all regions

Retain, develop
and grow players

Increase administration
support for associations
and clubs



Financial Sustainability

Memorial Drive
redevelopment

Maximise commercial
opportunities

Strengthen and grow
key partnerships

Ongoing
affiliation review



Event Momentum

Develop and deliver key event strategy

Raise profile of grassroots tennis events

Secure and foster other sector events

Organisational Development

Concise and professional performance practices

Adaptable and sustainable workforce

Culture and values









Tennis SA

War Memorial Drive
North Adelaide, SA 5006

PO Box 43
North Adelaide, SA 5006
(08) 7224 8100
sareception@tennis.com.au

tennis.com.au/sa

