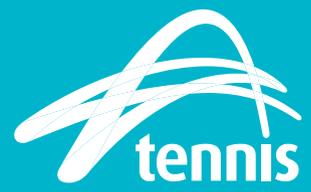


TENNIS VICTORIA
**STRATEGIC
PLAN**
TO 2020



MESSAGE FROM OUR PRESIDENT AND CEO

We are pleased and privileged to present Tennis Victoria's Strategic Plan to 2020. We acknowledge and thank all of the organisation's nearly 900 affiliated clubs, centres and associations – and other stakeholders – that have contributed to its careful development in very many and valuable ways.

Tennis Victoria's purpose is to have 'More people playing tennis, more often, for life'.

Retaining and creating new **Participation** in our sport, and better engaging with our players, is what we are about.

Our primary measure of success will therefore be Unique Registered Participants.

This enhanced strategy again aligns with and complements both:

- Tennis Australia's national vision; and
- National and State Government priorities for community sport.

As shown on the adjacent page, the national focus for Tennis has recently evolved to include four priorities. Two of these – the sport's junior development program, Hot Shots, and the online court booking system, Book A Court – are highly relevant to participation and the role of the State/Territory Associations. Thus these programs have been brought to the forefront of our focus and feature heavily throughout the Plan.

Tennis Victoria will continue to provide strong leadership amongst our stakeholders and always place the greater good of the game above all else.

This strategy builds upon our previous successful Plan and has four pillars which provide the fundamental framework for us to continue to grow Victorian tennis:

- Opportunities to Play
- Places to Play
- Support
- Partnerships.

Underpinning all of these are our three all-encompassing functions of:

- Good governance
- People and culture
- Effective communications.

This is an openly ambitious Plan, for both metropolitan and country tennis across the state, and Tennis Victoria recognises that it will need to secure additional resources and support to make the desired inroads. We are committed to doing so.

Now comprising 43% of all registered tennis players across Australia, from 25% of the nation's population, we are acutely aware of Victoria's responsibilities for the game nationally.

We are committed to continuing to represent and harness all that is great about the wonderful Victorian tennis family, which will always be strongest together.



Gary Clark
President

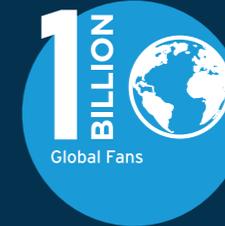


Matthew Kennedy
Chief Executive Officer

24th August 2016

NATIONAL VISION

CONNECTING MORE PEOPLE TO TENNIS



NATIONAL PRIORITIES

HOT SHOTS

BOOK A COURT

AUSTRALIAN OPEN

INTERNATIONAL GROWTH

STATE/TERRITORY FOCUSES



National Participation Story and Key Drivers

THE WAY WE PLAY

The success of Tennis Victoria's strategy is underpinned by the unwavering commitment to three all-encompassing functions, and by our values and core behaviours.



GOOD GOVERNANCE

Tennis Victoria is committed to employing good governance practices in line with the Australian Sports Commission, and to having a Board with great skills and diversity. Over the period of this Plan we are also committed to promoting and assisting the best governance possible amongst clubs, centres and associations.



PEOPLE AND CULTURE

Tennis Victoria strives to be an employer of choice by providing a safe, inclusive and fun working environment that sets high standards. We work closely with Tennis Australia, and our stakeholders to foster a 'One Team' approach and provide appropriate professional development opportunities.



EFFECTIVE COMMUNICATIONS

Our continual aim is to grow the interest and engagement in Victorian tennis by providing active, timely, informed and engaging two-way communications for stakeholders, affiliated bodies and players. Our communications strategy also involves adapting to the ever-changing multimedia landscape while continuing to build and maintain existing practices and relationships.

Our values and core behaviours

Aligned with the national Tennis values of **teamwork, humility, loyalty** and **excellence**, Tennis Victoria's core behaviours to achieve success are:

We **T**ake responsibility

We **E**njoy our work

There are **N**o soft excuses

We "k**N**ow our stuff"

We are **I**nnovative and inclusive

We **S**peak up, speak straight



TENNIS VICTORIA STRATEGIC SUMMARY



OUR FOCUS - PARTICIPATION

HOT SHOTS

BOOK A COURT

OUR PURPOSE - MORE PEOPLE PLAYING TENNIS, MORE OFTEN, FOR LIFE

STRATEGIC PILLARS

OPPORTUNITIES TO PLAY



Programs and pathways for all

PLACES TO PLAY



Facilities and their management

SUPPORT



Enhancing grassroots tennis

PARTNERSHIPS



Sharing the court for success

LEADERSHIP

VALUES

GREATER GOOD OF THE GAME

OPPORTUNITIES TO PLAY

Programs and pathways for all

WE WILL CONTINUE TO

- Promote tennis as the ideal sport that truly is for all ages, genders, backgrounds and levels of ability
- Promote and support established aspects of the ANZ Tennis Hot Shots program, Schools, Coaching, Community Play and Competitions
- Deliver national programs
- Encourage clubs to offer flexible options for participation
- Support Tennis Australia's national player development pathway
- Maintain high playing standards and player retention through best practice delivery of competitions, tournaments and events
- Promote the competitions and player pathway to the tennis community, maintaining strong relationships with players as they progress

WE WILL EMBARK UPON

- Ensuring tennis is seen as an attractive and preferred sport for the next generation through providing great first experiences
- Better connecting kids experiencing tennis at school to local clubs
- Significantly expanding ANZ Tennis Hot Shots Leagues and primary schools competition
- Increasing venue based delivery of new **FAST4** Tennis competition
- More flexible and innovative team based tennis
- A specific focus on increasing female participation and involvement in tennis at all levels
- Ensuring Get into Cardio Tennis thrives throughout parks and workplaces
- Enhancing access to tennis for culturally and linguistically diverse communities and catering for all abilities

MEASURES

- Club registration numbers
- Program registration numbers
- Competition registration numbers
- Retention amongst our Unique Registered Participants
- Diversity amongst our Unique Registered Participants



PLACES TO PLAY

Facilities and their management

WE WILL CONTINUE TO	WE WILL EMBARK UPON	MEASURES
<ul style="list-style-type: none"> • Support community needs and access to tennis facilities by advocating and supporting their development and upkeep • Educate all stakeholders on the four pillars of successful tennis venues: accessibility, sustainability, community benefit and accountability • Promote best practice facility management models and club coach relationships • Promote the benefits of, and be a party to, local government facility audits and well considered tennis strategies, and contribute to all local council recreation, physical activity and open space strategies 	<ul style="list-style-type: none"> • Enhancing accessibility through significant post-pilot use of Book A Court software, linked to gate and lighting hardware where appropriate • Increasing education, and access to information, on the benefits of environmentally sustainable practices and cost savings through new technologies • An ambition to see Hot Shots tennis courts in every primary school • Updating a list of priority facility projects to service population growth and maintain our existing footprint, regularly agreed with Tennis Australia for all national, state and local level funding endeavours • Including of Universal Design principles in all new facility developments and facility upgrades • Ensuring greater access to and use of relevant available demographic and other data to best inform our decision making 	<ul style="list-style-type: none"> • Venue utilisation levels • Average venue sinking fund contribution • Book A Court software usage levels • Number of Hot Shots courts across the state

SUPPORT

Enhancing grassroots tennis

WE WILL CONTINUE TO	WE WILL EMBARK UPON	MEASURES
<ul style="list-style-type: none"> • Provide an affiliation model which sees Tennis Victoria able to effectively represent, service, support and benefit all tennis bodies in Victoria • Make volunteering easier by providing support and resources to enhance the capacity and profile of local tennis communities • Recognise, reward and celebrate the contributions to the sport by clubs/associations and their volunteers, coaches, officials and administrators • Be a voice for grassroots tennis in all relevant forums • Have a team of Participation Leaders which, together with all staff, seek to have the strongest possible working relationships with all those involved in community tennis • Support Tennis Australia's development of coaches and officials • Explore opportunities to strengthen the capacity of Tennis Victoria to deliver on strategic goals 	<ul style="list-style-type: none"> • Promoting and providing support across new and existing IT systems in order to increase usage and satisfaction, including My Tennis, League Manager, Match Centre and Book A Court • Better assisting clubs, centres and associations in regard to all available funding opportunities that they can access • Supporting the evolution of enhanced and potentially paid professional administration at appropriate venues and suitable associations in need • Maximising resources and funding levels available from all sources to benefit community tennis • An 'Ace It First Time Every Time' approach to all customer servicing, and championing the same approach amongst venue operators and competition deliverers • Expanding the Future Leaders program, and other programs that train and inspire youth to volunteer and work for local tennis 	<ul style="list-style-type: none"> • National IT systems use across clubs, centres, deliverers and participants • Local tennis success in non-tennis grant and funding opportunities • Affiliate satisfaction



PARTNERSHIPS

Sharing the court for success

WE WILL CONTINUE TO

- Advocate the community, social and health benefits of the sport, and the size and strength of tennis throughout Victoria, in order to maximise the uptake of partnership opportunities
- Have a strong working relationship with the State and Local Governments
- Encourage and support strong links between clubs, coaches and schools
- Partner with organisations – corporate and otherwise – who share mutual ambitions that can assist to best achieve the outcomes of this Plan and support to our affiliates.
- Work closely with all tennis bodies

WE WILL EMBARK UPON

- A targeted Local Government Area engagement plan to drive positive change and alignment to our strategies
- New relationships with recreation and commercial partners for the good of the game
- Better engagement with the educational sector to assist in the growth of the sport, particularly private schools and universities
- Developing deeper partnerships across the health, multicultural and access all abilities sectors
- Building strong relationships with housing community developers in regard to their planning and delivery of new sporting facilities
- Working together with local associations in examining existing structures and competition and pursuing any desirable changes to ensure relevant offerings to maximise players – existing, lapsed and new

MEASURES

- Level of investment into tennis facilities, products and initiatives
- The level of respect and reputation of Tennis Victoria amongst the sporting and relating sectors through assessed feedback from partners and industry leaders.



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