

TENNIS WEST STRATEGIC PLAN 2021-2025



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INTRODUCTION



It is with great pleasure that we present the Tennis West 2021-2025 Strategic Plan. This Strategic Plan provides a blueprint for the next four years to contribute to our vision to build thriving Western Australian tennis communities, and support communities to be active, healthy, connected, sustainable and viable through the vehicle of tennis.

This plan recognises the critical importance of strategic partnerships and these partnerships will be profoundly embedded into the way we work to achieve our goals. We will continue to build strong, meaningful and collaborative relationships with affiliated clubs, coaches, schools, Government partners and Tennis Australia to engage, inspire and embolden tennis communities throughout every corner of WA.

We also recognise the opportunities for growth in our sport as the way people engage in tennis is changing and, whilst we do not underestimate the scale of this challenge, we do embrace this as the beginning of an exciting new journey. Core to our strategy are the values of Excellence, Humility, Teamwork and Loyalty and these will guide our thoughtful decision-making and innovative thinking as we navigate the dynamic and complex sporting landscape.

On behalf of Tennis West, I would like to thank all members and stakeholders for their input into shaping Tennis West's Strategic Plan for the next four years and I encourage all to embrace this plan and proactively engage to advance tennis within their communities.

Brett Patten
Tennis West CEO

Tennis plays a key role in many communities in Western Australia, in both metropolitan and regional areas. It provides a sense of belonging as well as important physical and mental health benefits. It can bring a lifetime of enjoyment through the forging of new friendships and relationships that extend their reach far beyond the tennis court.

The sport continues to thrive, with WA leading the nation in participation growth over the last 12 months across both adults and juniors. As the governing body it is vital that we continue with this positive momentum into the future and that is why as an organisation we have set our vision to build thriving tennis communities in Western Australia.

Our Strategic Plan 2021-2025 sets out our key focus areas and objectives to deliver this outcome. The Strategic Plan provides challenges and opportunities for us to grow the sport within the state and the Tennis West Board and Management are committed to working towards these goals.

On behalf of the Board I wish to thank all those who have contributed to the development of this plan and we look forward to working with the tennis community in its delivery.

Rod Van
Tennis West Board President



VISION

To build Thriving Tennis Communities in Western Australia

MISSION

To drive communities to be active, healthy, sustainable, connected and viable through tennis



TENNIS WEST STRATEGY 2021-2025



Play

Classroom to clubhouse
 Playing opportunities to attract and retain players



Places

Establish the State Tennis Centre as a hub of excellence for the community
 Sustainable facilities
 Thriving Clubs
 Access: anywhere, anytime and anyone



Promotion

Enable growth and connection through Communications, Media, Marketing, Events and PR strategy
 Cross-collaboration with Government, sport and business
 Leverage major events



People

Coaching as a career
 Reinforce positive behaviour and culture
 A sport to be enjoyed by all



Organisation

Create a world-class organisation
 Deliver diverse revenue streams
 Recognised as the peak body of excellence



STRATEGIC PILLAR
PLAY



Classroom to Clubhouse

FOCUS AREAS

Partner with schools for Sporting Schools Program and primary and secondary school competitions

Leverage current Sporting Schools Program to connect school to local club and coach

Develop memorable first experiences with tennis through Red Ball Competitions and a pathways framework to determine transition success from school program to club environment

Playing Opportunities to Attract and Retain Players

FOCUS AREAS

Modern Competitive Play as the heartbeat of the tennis community

A Competitive Play Framework that expands the potential of WA participants

Decipher the Principles of the National Competition Review and shape for Western Australian players

Tip the gender balance towards equality

Platform for performance athletes to compete through the development stages for a career in performance tennis



STRATEGIC PILLAR
PLACES



Establish the State Tennis Centre as a Hub of Excellence for the Community

FOCUS AREAS

Redevelop the State Tennis Centre

Activate the State Tennis Centre

State Tennis Centre maintains operational excellence

Establish Clay Court Development Facility

Sustainable Facilities

FOCUS AREAS

Drive the Tennis West Strategic Facilities Plan

Secure investment in tennis facilities

Educate clubs on the key considerations to ensure the development of sustainable facilities



Thriving Clubs

FOCUS AREAS

Create Thriving Tennis Communities (TTC)

- Appropriate management model
- Sustainable facilities
- Appropriate products
- Digital enablement
- Welcome, safe and inclusive
- Clear identity and vision
- Know your community
- Financially viable



Access: Anywhere, Anytime and Anyone

FOCUS AREAS

Hardware installations and technology development (infrastructure)

Increase accessibility of tennis facilities

Increased usage of tennis facilities

Flexibility and convenience for all tennis participants



STRATEGIC PILLAR

PROMOTION



Enable Growth and Connection through Effective Communications, Media, Marketing, Events and PR Strategy

FOCUS AREAS

Create participatory culture that encourages the tennis community to share stories through Tennis West

Use powerful storytelling to encourage and celebrate diversity and inclusivity in tennis

Engage with Tennis West stakeholders to grow the Tennis West brand and identity

Provide local marketing support and education that enables clubs to develop and deliver effective marketing strategies

Grow partnership opportunities through Tennis West asset offerings (Competitions, High Performance, State Tennis Centre, customer reach)



Cross-collaboration with Government, Sport and Business

FOCUS AREAS

Awareness of government policy and priorities

Create mutually beneficial partnerships with businesses, stakeholders and sports

Create research partnership with a WA university to develop research opportunities that link with government and health priorities

Communication and engagement strategies with local, state and federal tiers of government

Leverage Major Events

FOCUS AREAS

Convert tennis fans into the tennis community

Convert the tennis family and stakeholders into event fans

Drive positive dialogue that raises the profile of tennis in the community



STRATEGIC PILLAR

PEOPLE



Coaching as a Career

FOCUS AREAS

Grow enrolment in coaching courses

Promote current coaches within the industry

Implement new coach and club management structures within Local Government Areas

Increase the number of Tennis Australia Coach members



Reinforce Positive Behaviour and Culture

FOCUS AREAS

WA clubs as the captains of conduct and culture

Lead and develop the behaviour within clubs and competitions

Direct and inspire a Western Australian ethos in the tennis community

A Sport to be Enjoyed by All

FOCUS AREAS

Support diversity and inclusion

Awareness and education of the Child Safety Strategy

Female opportunities through the agreed Tennis Australia/Member Association funding

Excellence in the delivery of a comprehensive diversity and inclusion plan



STRATEGIC PILLAR

ORGANISATION



Create a World Class Organisation

FOCUS AREAS

Provide relevant professional development opportunities for staff

Evaluate our performance and listen to the needs of our stakeholders

Deliver Diverse Revenue Streams

FOCUS AREAS

Improve the ratio of income outside of Tennis Australia

Develop formal relationships with media outlets



Recognised as a Peak Body of Excellence

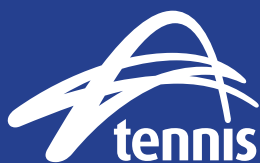
FOCUS AREAS

Tennis West to continue to drive collaborative and positive social responsibility

Member Protection and Safeguarding as a priority

Tennis West and its staff to be recognised as valued subject matter experts








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