



Tennis West

Strategy

2025–2028





Journey of this *Strategic Plan*

The development of this strategic plan has been shaped by the collective input of a broad and committed group of stakeholders.

This includes the Tennis West Board, Management and staff, Tennis Australia, the Department of Creative Industries, Tourism and Sport, affiliated club representatives, local government authorities, and—most importantly—our members, players, coaches, officials, volunteers and parents from across Western Australia.

At Tennis West, our role goes beyond participation—we foster well-being through active play, empowering local communities, and driving excellence across all levels of the game. In an evolving sport and recreation landscape, we are committed to shaping a future where tennis continues to inspire, connect and thrive. By investing in infrastructure, people, and pathways, and embracing bold ideas and technology, we are creating a modern and

forward-thinking tennis environment that reflects the diverse needs of our communities. The evolving environment of tennis and other racquet sports presents immense opportunity for growth and impact. From grassroots participation to elite performance on the world stage, we aim to inspire and enable more people to experience the joy and benefits of tennis across the state. We uphold the integrity of the sport and support a culture that ensures tennis is a sport of choice at all levels.

In a rapidly shifting sporting landscape, this plan sets a bold direction for Tennis West—one that ensures tennis remains relevant, inclusive and sustainable for generations to come. Guided by our values – Teamwork, Respect, Integrity, Boldness and Excellence, we look forward to working closely with our community and stakeholders to bring this strategy to life.

Pam Creswell

Dr. Pam Creswell
President

July 2025

Olivia Birkett

Olivia Birkett
Chief Executive Officer

July 2025



Tennis West acknowledges the Wadjuk people of the Noongar nation; the home of our State Tennis Centre.

We are grateful to come together under the azure worl (sky) along the Derbal Yerrigan (Swan River) to work, learn and play. Our tennis moort (family) honours the ongoing cultural and spiritual connection to the boodja (land) and beeliar (waterways) that all First Nations communities hold throughout WA. Tennis West recognises that the relationship to country will always be significant.

This Acknowledgement of Country was created by several members of the Tennis West workforce as part of a whole team workshop.

Tennis West RAP Artwork by artist Jade Narkle a proud Noongar woman.



Our *Purpose*

“To lead, grow and support tennis across Western Australia – creating opportunities for all to connect, play and thrive”

Our purpose reflects who we are and what we stand for. It speaks to Tennis West’s role as a proactive and inclusive leader in the sport – driving growth, innovation, and connection across the state.

Together, these commitments create a platform for connection, community, and well-being. We believe that tennis is more than a game – it’s a catalyst for healthy lifestyles, social connection, inclusive opportunities, that create lasting impacts and makes tennis a sport for life.



Our *Vision*

“Shaping the future of tennis in the West”

Our vision is a bold declaration of intent. It reflects our ambition to lead the way in creating a thriving tennis ecosystem—one that is modern, inclusive, and future-focused.

We believe in the power of sport to build connected, resilient communities. And we believe tennis, when led with integrity and bold vision, can continue to enrich lives across the Western Australia.

This is our call to action: to unite, to innovate, and to shape a better, more inclusive future for tennis in the West.

Our Values & Behaviours

At Tennis West, our values – **Teamwork, Respect, Integrity, Boldness and Excellence**, unite us as a community, guiding how we play, lead, and grow the sport. They inspire us to work together, treat others with fairness, act with honesty, embrace bold ideas, and strive for excellence both on and off the court.



Teamwork

We work hand-in-hand with our members, coaches, and the wider community to grow the game together. We care about each other and our community, supporting each other, having each other's backs and taking responsibility for our performance.



Respect

We foster a welcoming environment where everyone treats each other with dignity, kindness and fairness. Where everyone, regardless of age, background, or ability, feels valued and included, honouring the game and embracing sportsmanship both on and off the court.



Integrity

We act ethically and with transparency, honesty, and accountability in everything we do.



Boldness

We act with courage, challenging the status quo, and embracing new ideas, technologies and approaches to ensure tennis remains vibrant and relevant.



Excellence

We strive to deliver outstanding products and services to our members and other stakeholders, acting responsively to support their planning and execution. We set high expectations of ourselves and for tennis in Western Australia.



Strategic Measures of Success

To ensure the long-term sustainability, impact, and relevance of tennis in Western Australia, Tennis West will track key indicators that reflect the health, reach, and effectiveness of our strategy. These measures will guide our progress, keep us accountable, and ensure we are delivering real value to our communities, clubs, and stakeholders. They reflect a balance of participation, performance, engagement, and financial sustainability—each contributing to a thriving tennis ecosystem.



Our success will be measured by:



Participation Growth

Increased engagement across all levels and formats of the game, with more people picking up a racquet and staying involved in tennis.



Club Health and Sustainability

Improved health and sustainability of clubs and venues, supported by tools and initiatives that build their strength and resilience.



Stakeholder Satisfaction

Positive and increasing feedback from members, players, coaches and stakeholders through regular engagement and satisfaction surveys.



High Performance Pathways

A greater number of Western Australian athletes reaching national and international standards through strong development and appropriate levels of competitive play.



Revenue Growth and Diversification

Strong and sustainable financial growth, underpinned by expanded participation and new, diversified income streams.



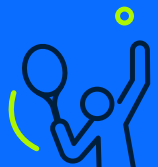
PERTH

Strategic *Priorities*



Competitive Play and Pathways

Ensure a vibrant competitive play landscape that caters to all ages, abilities, metro and regional locations and supports growth of complementary formats. Provide both league and tournament opportunities for tennis players to perform at their best within the Western Australia environment.



Tennis Participation and People

Empower and grow the tennis workforce – from volunteers, officials and coaches to club leaders – by investing in education, leadership development, and inclusive pathways. Drive participation growth by offering innovative, inclusive, and community-focused tennis programs.



Operations and Venues

Ensure tennis venues across Western Australian are inclusive, accessible, adaptable and sustainable – both environmentally and financially – to support community participation, high-performance development, and emerging forms of play.



Brand and Commercial

Strengthening the visibility and influence of tennis in Western Australia by enhancing community engagement, increasing media exposure, and supporting Tennis West's revenue and reputation as a leading sporting body.



Competitive Play *and* Pathways

Ensure a vibrant competitive play landscape that caters to all ages, abilities, metro and regional locations and supports growth of tennis and supports complementary formats.

Provide both league and tournament opportunities for tennis players to perform at their best within the Western Australia environment.



Strategic Initiatives

- Regional competitive play opportunities and talent ID events to foster participation and nurture junior development.
- Develop a League Assistants program and other initiatives to increase the number of tennis officials.
- Develop and expand tailored participation and competitive play opportunities for coloured ball, 30+ seniors and all abilities tennis.
- Work closely with pickleball, padel and beach tennis to support and drive competitive play opportunities.
- Digital transformation for participation and competitive play data capture.
- Supporting the Tennis Australia high performance pathway for future success.

Measures

- Number of junior players advancing through pathway programs.
- Number of competitive play participants – both league and tournaments – across different markets.
- Number of teams and divisions in both summer and winter league.
- Number of tournaments being held.
- Number of code violations.
- Number of Tennis Australia educated Officials
- Number of people attending officials education opportunities.



Opportunities

- Coloured ball competition opportunities – both leagues and tournaments.
- New competitive play opportunities for underrepresented groups through all abilities and specific DEI cohorts.
- Supporting the growth of 30+ Seniors Tennis in Western Australia.
- Strengthening pathways for junior players by connecting local competitions to high-performance programs.
- Reimagine the top tier tennis competition in WA that is commercially and competitively viable.
- Attracting new participants through complementary format competitions for pickleball, padel, and beach tennis.
- New technology to support competitive play on and off court.



Considerations

- Limited facilities that support specifications for certain tournaments.
- Difficulty in attracting and retaining junior players due to competition from other sports.
- Inconsistent regional access to competitive play opportunities.
- Need to increase the number of officials to adequately support competitive play across the state.
- Changing participation trends, away from traditional membership models, and into shorter format, pay-as-you-go models.



Tennis Participation *and* People

Drive participation growth by offering innovative, inclusive, and community-focused tennis programs. Empower and grow the tennis workforce—from volunteers, officials and coaches to club leaders—by investing in education, leadership development, and inclusive pathways.



Strategic Initiatives

- Face to face and virtual club (HIT) conversations, following by action planning to drive an increase in venue health.
- Dedicated classroom to clubhouse programs in both metro and regional areas.
- Programs and events focused on social and casual play, including complementary formats.
- Coaching diversity initiatives to recruit and support women, culturally diverse individuals, and para-coaches.
- Delivery of grant funded programs across the state.
- Grow the volunteer workforce from inside and outside the tennis community.
- Regional leadership workshops to build capacity in regional & remote clubs.
- Formal training, additional workshops and support and recognition programs for coaches and officials.
- Recognise volunteering through awards and acknowledgement initiatives.
- Whole of Tennis conference to bring together the tennis community providing networking and professional development opportunities.
- ‘Future Leaders in Tennis’ program for emerging coaches, officials and youth.
- Consider development of a well being index, impact study or social return on investment.



Measures

- Growth in overall tennis participants.
- Number of partner schools, teacher ambassadors and Sporting Schools.
- Growth in venue health through HIT
- Growth in participation for pickleball, padel, beach tennis and all abilities tennis programs.
- Number of people in hot shots, cardio and lessons.
- Growth in female and culturally diverse coaching accreditations.
- Volunteer retention rates where practicable.
- Number of volunteers on club committees and Tennis West events.
- Participation rates in regional leadership workshops.
- Number of coach education workshops and courses.
- Number of Tennis Australia coach members and community play delivers.
- Number of integrity reports.
- Number of integrity workshops and courses.
- Number of participants in ‘Future Leaders in Tennis’.

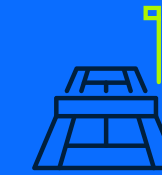


Opportunities

- Expanding grassroots programs with a focus on schools, community hubs, and regional clubs.
- Participation growth in underrepresented groups through all abilities and specific DEI programs.
- Strengthening leadership skills in club committees and regional tennis associations.
- Increasing the representation of women, youth, and diverse groups in leadership roles.
- Expanding volunteer engagement by offering recognition programs and flexible roles.
- Utilise event volunteers to further support tennis clubs.
- Supporting ongoing coach and official education with targeted modules on adaptive tennis and complementary formats.
- Transition clubs to sustainable future models through hybrid administration model combining paid workforce with volunteers.
- Leading the tennis community in education and commitment to child safeguarding.

Considerations

- Limited access to courts during peak times for new programs and participants.
- Volunteer fatigue, particularly a risk in regional areas with smaller population.
- Aging membership reducing the pool of volunteers.
- Volunteers & Clubs burdened with the weight of compliance and governance requirements.
- Resourcing to adequately support tennis clubs with regular HIT conversations and progress club health action plans.
- Data capture of tennis participation is a limiting factor.
- Aging membership, with younger people engaging in non-traditional ways.
- Lack of structured leadership pathways for younger members.
- Inconsistent regional access to qualified coaches and structured programs.
- Ensuring ongoing funding for coach and officials development initiatives.
- Increased integrity matters that require proactive and reactive management.



Operations *and* Venues

Ensure tennis venues across Western Australia are inclusive, accessible, adaptable and sustainable – both financially and environmentally – to support community participation, high-performance development, and emerging forms of play.



Strategic Initiatives

- Develop the State Tennis Centre to create a world-class centre of excellence for the future of tennis in Western Australia.
- State-wide facilities plan to audit and address gaps in venue provision and ensure club viability.
- Guidance to clubs on securing funding for infrastructure expansion, multi purpose courts and upgrades.
- Promote sustainable facility practices through workshops, forums and club toolkits.
- Conduct feasibility study on how a ‘Club Revitalisation Fund’ to co-fund court upgrades and accessibility improvements (dependent on funding availability).

Measures

- Number of of clubs with lights and multi-purpose courts.
- Number of facilities meeting accessibility standards.
- Number of people booking tennis court through digital system.
- Number of venues with online court hire available.
- Secure funding for State-wide facilities plan.
- Deliver a Western Australia Strategic Facilites Plan engaging key stakeholders though consultation.
- Establish accurate methodology for measuring court utilisation.
- Establish measures for venue environmental sustainability.
- Number of Local Government action plans
- If feasible, establishment of ‘Club Revitalisation Fund’.

Opportunities

- State Government support to develop the State Tennis Centre.
- Utilising Health Indicator Tool (HIT) to support increase venue health.
- Supporting clubs to install multi-purpose courts for emerging forms of play at appropriate venues.
- Planning with LGAs and state government to promote and deliver sustainable infrastructure upgrades, including energy-efficient lighting, water-saving technologies and accessibility.
- Developing a state-wide facilities plan to address infrastructure needs and gaps.
- Stronger connections with schools and LGA venues.
- Court hire software provides the opportunity to collect data.

Considerations

- Difficult to secure funding in competitive market with limited grants available.
- Hesitancy from tennis clubs to embrace complementary formats.
- Other multi-purpose concepts and new venue technology.
- Rising costs of construction and facility maintenance.
- Financial sustainability of tennis venues.
- Finding the correct balance of all court surface types.
- Multicourt lining (pickleball and other sports) may impact tennis tournaments/leagues.
- Accuracy of school and LGA venue database.
- Challenges in measuring court utilisation.



Brand *and* Commercial

Strengthening the visibility and influence of tennis in Western Australia by enhancing community engagement, increasing media exposure, and solidifying Tennis West's revenue and reputation as a leading sporting body.



Strategic Initiatives

- Tennis West marketing campaign to unify messaging across clubs, events, and initiatives.
- Targeted regional engagement initiatives to enhance visibility outside metropolitan areas to grow the game of tennis.
- Data-driven marketing approaches to personalise outreach and increase participation.
- Strengthen relationships with local mainstream media and live streaming platforms to expand coverage of grassroots, junior, and high-performance tennis.
- Leverage technology for engagement, promotion and fan experience.
- Enhancing the offerings of Tennis West functions and events.
- Tennis Development Fund criteria established and promoted widely to different cohorts of athletes – including junior development, seniors and all abilities.
- Explore opportunities for philanthropy and legacy funding, as well as securing sponsorship and partnership agreements.
- Investigate partnerships & opportunities with universities & PhD students.
- Strengthen alignment with Tennis Australia’s national marketing and sponsorship activity to maximise local budgets, amplify community reach and increase Western Australia’s visibility of national partnerships.



Measures

- Growth in Brand Value Index and Tennis West’s reach.
- Number of regional and grassroots media coverage.
- Number of impressions and higher engagement rates on digital platforms.
- Number of new participants from marketing campaigns
- Increase in sponsorship and funding dollars secured through advocacy efforts.
- Number of Tennis West functions and events, number of attendees at each.
- Plan developed around philanthropy and legacy funding.
- Plan developed regarding tennis wellbeing index.
- Grow the visibility of Western Australia’s top tennis athletes, competitions and tournaments.



Opportunities

- Expanding regional and grassroots storytelling to highlight tennis’s impact in all communities.
- Strengthening government and corporate advocacy to secure funding and policy support.
- Leveraging data insights to refine audience engagement strategies.
- Repositioning Tennis West through marketing campaigns that align with Tennis West values to unify the tennis community and capture a broader audience.
- Utilise mainstream and social media, plus broadcast opportunities to increase the profile of our sport.
- Attract philanthropy to increase funding, in addition to sponsorship.
- Delivering functions and events that showcase the sport to the West Australian community.
- Tennis Development Fund promoted to support athletes.
- Strategic partnerships with other sports and industry bodies to work collaboratively.



Considerations

- Competition for media attention with larger sports.
- Competition for sponsorship dollars in a crowded sports landscape.
- Ensuring marketing investment translates into tangible participation growth.
- Maintaining consistent messaging across a diverse range of stakeholders.
- Perception of tennis within the community and work required in showcasing tennis is a sport for everyone.
- Reduced ‘voice’ and ‘eyeballs’ on tennis should significant events such as United Cup-Perth and Australian Open be impacted by changes within the global tennis landscape.



Strategic *Enablers*

Our key factors, capabilities and resources that support and drive the delivery of our strategic plan

Funding and Partnerships

We will build sustainable revenue streams through sponsorships, grants, and partnerships with local and state governments and Tennis Australia, and consider philanthropy and legacy funding.

Technology and Innovation

We will use digital tools and innovation to enhance club operations, increase marketing reach, expand participation programs, and engage broader audiences.

Strong Governance & Leadership

We will uphold best-practice governance and decision-making at organisational level. The Board and staff will have the skills and clubs will be supported with the resources and structures to lead with integrity, accountability and transparency.

People & Culture

We foster a culture of excellence, inclusion, and ethical leadership by investing in the attraction, development, and retention of a skilled workforce.

Integrity

We will prioritise safeguarding the integrity of the sport at all levels.

Diversity, Equity and Inclusion

We will embed inclusive practices across all levels of Tennis West, ensuring equitable access to opportunities and programs, to our diverse community.

Regional Engagement

We will prioritise support for regional clubs by addressing infrastructure gaps, enhancing participation and junior development programs, and fostering local leadership.

Environmental Sustainability

We are committed to doing all we can to protect our natural resources, recognising that sustainability is crucial for preserving the environment and for ensuring future generations can continue to enjoy and benefit from our sport.



PLAN ON A PAGE

Tennis West

strategy

2025–2028



VISION

“Shaping the future of tennis in the West”

PURPOSE

“To lead, grow and support tennis across Western Australia – creating opportunities for all to connect, play and thrive”

Strategic Priorities



Competitive Play and Pathways

- Ensure a vibrant competitive play landscape that caters to all ages, abilities, metro and regional locations and supports growth of complementary formats.
- Provide both league and tournament opportunities for tennis players to perform at their best within the Western Australian environment.



Tennis Participation and People

- Empower and grow the tennis workforce – from volunteers, officials and coaches to club leaders – by investing in education, leadership development, and inclusive pathways.
- Drive participation growth by offering innovative, inclusive, and community-focused tennis programs.



Operations and Venues

- Ensure tennis venues across Western Australia are inclusive, accessible, adaptable and sustainable – both environmentally and financially - to support community participation, high-performance development, and emerging forms of play.



Brand and Commercial

- Strengthening the visibility and influence of tennis in Western Australia by enhancing community engagement, increasing media exposure, and solidifying Tennis West’s revenue and reputation as a leading sporting body.

Strategic Enablers

- | | | | |
|---------------------------|----------------------------------|---------------------------------|--------------------------------|
| • Funding & Partnerships | • Strong Governance & Leadership | • Integrity | • Regional Engagement |
| • Technology & Innovation | • People & Culture | • Diversity, Equity & Inclusion | • Environmental Sustainability |

Measures of success

- | | | | | |
|----------------------|--------------------------------|--------------------------|---------------------------|------------------------------------|
| Participation Growth | Club Health and Sustainability | Stakeholder Satisfaction | High Performance Pathways | Revenue Growth and Diversification |
|----------------------|--------------------------------|--------------------------|---------------------------|------------------------------------|

Our Values

- | | | | | |
|----------|---------|-----------|----------|------------|
| Teamwork | Respect | Integrity | Boldness | Excellence |
|----------|---------|-----------|----------|------------|



Tennis West

tennis.com.au/wa



#TennisWest