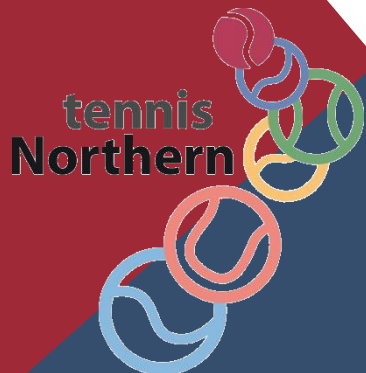


TENNIS NORTHERN STRATEGIC PLAN 2016-18



OUR MISSION:

TO LEAD AND STRENGTHEN TENNIS FOR THE
NORTHERN REGION COMMUNITIES

OUR VISION:

MORE PEOPLE PLAYING MORE TENNIS MORE
OFTEN

INTRODUCTION

Tennis Northern Region (TNR) is an amateur sports body promoting and managing the game of tennis from the Harbour Bridge to Cape Reinga. Tennis Northern is made up of 47 affiliated clubs and approximately 6,000 affiliated members throughout its region, with the majority being within the 24 North Harbour and Lower Rodney clubs. Tennis Northern Region is one of 6 regional bodies throughout New Zealand. This structure is a consequence of Tennis Northern's evolution from the North Shore Lawn Tennis Sub-Association, formed in 1948, to North Shore Lawn Tennis Association in 1964 and then to Tennis North Harbour in 1994. Finally, in 2008, Tennis Northern came into existence part of Tennis New Zealand's restructuring of the regional tennis associations

The six Strategic Priorities or Pillars adopted by Tennis Northern Region follow the framework of the equivalent plan developed by Tennis New Zealand. In every section of this Plan each of the Strategic Priorities sets out the Strategic Actions that the organisation expects to undertake and the Achievement Measures that can be used to assess the extent to which proposed actions have been completed according to prescribed time scales. Strategic Actions will be operationalised through business planning processes and in detail not appropriate for a strategic plan.

This Strategic Plan is the basis for dynamic action over the next three years and beyond. While Strategic Priorities may remain in place for the duration of the Plan, actions for implementation and measurement of them may be varied as contextual conditions and circumstances change. These influences will be assessed and reviewed as the need arises, so the Plan will be updated through continuous improvement processes to reflect stakeholder needs and priorities.

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INTRODUCTION — CONTINUED

When clubs are referred to in this document, the focus is on those in the North Harbour and neighbouring areas. Northland clubs may wish to opt in on an agreed basis.

Actions in one Pillar are inevitably linked with or have an impact on actions in others. This Plan recognises that there are cross-overs in a dynamic organisation like TNR, but generally an action is listed only once. For example, without financial viability many dependent activities could not occur. For example, schools are one set of TNR stakeholders, but they have been recognised as having an important role in the Participation Growth pillar. Many actions could apply to Northland with that association being mentioned in several pillars, but specific mention is made in Organisational Excellence even though important actions could also be stated in other pillars like Facilities and Infrastructure and Financial Sustainability.

Achievement Measures are stated in terms of expected output and timing for 2016, the first year of the Plan. The stated intentions and their achievement are signposts for action based on the information that is currently available. The TNR Board recognises that circumstances may change. In response, the CEO is expected to work with the Board to modify the Plan. The CEO also has responsibility for assigning tasks to staff or appointed individuals but remains accountable for the implementation and review of the Plan. The Board will regularly monitor these actions, providing support and guidance as required.

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STRATEGIC PRIORITIES

Participation Growth	Promote the development and growth of the game through attracting and retaining more players and those who support them
Develop Capability	Enable all those involved in tennis (players, coaches, officials and volunteers, including umpires and tournament officials, as well as employed staff and Board members) to develop their capabilities and aspirations
Financial Sustainability	After considering alternative operational models, establish a sustainable business model, underpinned by stable revenue streams
Facilities and Infrastructure	Ensure the region has fit for purpose and financially sustainable facilities to support the organisation's Mission and Vision
Stakeholder Engagement	Build effective relationships with all stakeholders
Organisational Excellence	Gain and retain recognition as a model of good regional sports organisation practice and serve as a resource for member clubs

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PARTICIPATION GROWTH

Promote the development and growth of the game through attracting and retaining more players and those who support them

STRATEGIC ACTIONS	ACHIEVEMENT MEASURES
<ul style="list-style-type: none">Actively support Clubs to retain and increase membership and participation	<ul style="list-style-type: none">Extend the Club Growth Project to all clubs by February 2016
<ul style="list-style-type: none">Maintain current and introduce new competitions to retain existing and attract new members	<ul style="list-style-type: none">Support the growth of existing and new club and non-club based competitions and events as well as promoting the use of tennis facilities to increase participation by 20% by December 2016 and by 15% in each of the following two years
<ul style="list-style-type: none">Expand opportunities for casual 'pay for play' tennis	
<ul style="list-style-type: none">Liaise with schools, clubs and sports bodies to increase student participation and school-club liaison	<ul style="list-style-type: none">Ensure that each secondary school is linked to at least one club by April 2016. Increase secondary school participation in inter-school competition, events and activities by 10% by December 2016
<ul style="list-style-type: none">Liaise with Tennis New Zealand, clubs and primary schools to support participation growth in Hot Shots	<ul style="list-style-type: none">Hot Shots participation is increased by 20% by October 2016

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DEVELOP CAPABILITY

Enable those involved in tennis (players, coaches, officials and volunteers, including umpires and tournament officials, as well as employed staff and Board members) to develop their capabilities and aspirations

STRATEGIC ACTIONS

- ❶ Conduct a health check of Clubs and regional bodies to identify development needs and good practice resources
- ❷ Ensure availability of accredited professional and registered coaching and ancillary services to maximise players' potential
- ❸ Support talent identification and development pathways for players to achieve their goals through coaching, mentoring, competition and tournament participation.
- ❹ Provide training and development opportunities for staff and Board members to assist their capability development as well as their contribution to organisational effectiveness.

ACHIEVEMENT MEASURES

- ❶ Gather evidence by August 2016 through surveys and other means to establish a programme of development needs and training for club officials, umpires, tournament officials and other interested members of the tennis community.
- ❷ Offer three workshops/seminars in 2016 in response to identified needs
- ❸ Maintain requirement that only registered coaches operate under direct TNR auspices.
- ❹ Promote the benefits of tennis coach registration to all clubs in March and September 2016.
- ❺ Support participation in two coaches' workshops in 2016, either through TNR or other bodies.
- ❻ Review and report, with recommendations, by May 2016, on the operation
- ❼ Support staff to participate in at least two approved development events in 2016
- ❽ Organise at least one development event for Board members in 2016

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FINANCIAL SUSTAINABILITY

After considering alternative operational models, establish a sustainable business model, underpinned by stable revenue streams

STRATEGIC ACTIONS

- ❶ Develop medium term business and financial plans to ensure sustainable financial performance through 2016-2019
- ❷ Explore, develop and implement new and/or increase existing revenue streams to assure organisational financial viability
- ❸ Establish business plans for the viable operation and maintenance of TNR facilities

ACHIEVEMENT MEASURES

- ❶ Business plans are produced by May 2016 to project income and expenditure for agreed cost centre activities for the next three years to support and evaluate organisational viability
- ❷ Revenue is increased by 15% in each year from 2016-17 to 2019-20
- ❸ Present business plans for the ongoing viable operation and maintenance of TNR facilities to the 2016 AGM

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FACILITIES AND INFRASTRUCTURE

Ensure that the region has fit for purpose and financially sustainable facilities to support the organisation's Mission and Vision

STRATEGIC ACTIONS

- ❶ Using Auckland Council and other data, prepare a plan of regional, club and public tennis facilities to provide for the game for the next 20 years
- ❷ Ensure that existing regional tennis centres have playing facilities that are fit for purpose
- ❸ Review and decide on development options for Forrest Hill Tennis Centre and Albany Tennis Park

ACHIEVEMENT MEASURES

- ❶ A 20 year facilities plan is produced by April 2017 after consultation with stakeholders
- ❷ Costed regional facility maintenance and development plans are produced by April 2016 and reviewed quarterly thereafter
- ❸ Report(s) with recommendations are produced for these facilities by AGM September 2016

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STAKEHOLDER ENGAGEMENT

Build effective stakeholder engagement with all stakeholders

STRATEGIC ACTIONS

- ❶ Develop a stakeholder engagement strategy to strengthen relationships with key organisations, groups and individuals
- ❷ Provide an annual calendar of key events for stakeholders
- ❸ Use multi-media and relevant technologies to engage with stakeholders
- ❹ Feedback is collected from stakeholders on how they value engagement with TNR as an input to the organisation improving its services and effectiveness

ACHIEVEMENT MEASURES

- ❶ A draft stakeholder engagement strategy is completed for the May 2016 Board meeting (Attention will be given to how TNR will engage with Tennis New Zealand, Tennis Auckland, other regional tennis bodies, national and local government, regional sports organizations, clubs, players, coaches, officials, volunteers, schools, the media, sponsors and funders)
- ❷ A Calendar is produced prior to the beginning of each year of key events, and is updated regularly
- ❸ Expertise is used to advise TNR on using contemporary technologies to engage with stakeholders, with costed recommendations made by May 2016
- ❹ A systematic programme plan for gathering feedback using formal and non-formal evidence gathering methodologies is produced by March 2016 as sources for the organisation's continuous improvement

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ORGANISATIONAL EXCELLENCE

Gain and retain recognition as a model of good regional sports organisation and serve as a resource for member clubs

STRATEGIC ACTIONS	ACHIEVEMENT MEASURES
<ul style="list-style-type: none"> ❶ Retain and develop high performing staff capable of new initiatives and delivering operational plans. ❷ The Board provides effective governance and leadership and supports the achievement of organisation's strategic actions and continuous improvement. ❸ TNR complies with all relevant statutory and regulatory requirements ❹ Collaboration with Tennis Auckland will be strengthened ❺ Tennis Northland is supported to develop strategic and operational plans to fulfil the expectations of its stakeholders 	<ul style="list-style-type: none"> ❶ Each staff member has a clear set of duties, accountabilities, performance measures, and development goals that are agreed, monitored regularly and reviewed twice yearly, starting from February 2016. ❷ An annual self-review of the Board's performance of its governance role by Board members and a two-yearly independent review are conducted, the first of which will be undertaken in June 2016. ❸ By March updated health and safety legislative requirements will be met. By August an audit of relevant legal and regulatory requirements will be undertaken. ❹ By February existing cooperation with Tennis Auckland will be identified and evaluated . By November two additional tangible cooperative activities will have been implemented. ❺ Tennis Northland, Tennis New Zealand, Sport Northland and TNR form a task force to review Tennis Northland's operational, financial and personnel requirements to achieve organisational sustainability, and report to the bodies by July 2016.

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FOR MORE INFORMATION

A full electronic version of the Tennis Northern Strategic Plan 2016-18 can be accessed via the Tennis Northern website: www.tennisnorthern.kiwi

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