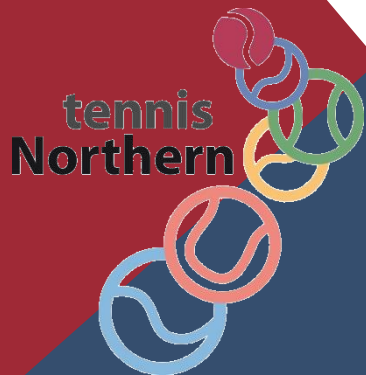


# TENNIS NORTHERN STRATEGIC PLAN 2020-23



OUR MISSION:

TO LEAD AND STRENGTHEN TENNIS IN THE  
NORTHERN REGION

OUR VISION:

MORE PEOPLE PLAYING MORE TENNIS MORE  
OFTEN

# INTRODUCTION

The Tennis Northern Region (TNR) covers the area from the Harbour Bridge to Warkworth. Tennis Northern is made up of 25 North Harbour and Lower Rodney clubs. Tennis Northern 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 Strategic Priorities 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.

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 2020, 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 General Manager is expected to work with the Board to modify the Plan. The GM 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

<b>Participation Growth</b>	Grow tennis within the region through clubs with flexible membership options and highlighting the core values of honesty, respect, sportsmanship, integrity, etiquette and friendship. Attract the casual player by offering more opportunities for them to play.
<b>Chase Excellence</b>	Challenge, support and motivate players, coaches, volunteers and clubs to be the very best they can. Ensure that TN provide the best competitions and interclub that allows as many opportunities to play as possible.
<b>Financial Sustainability</b>	Ensure Tennis Northern and the clubs within the region operate financially sustainable operations through planning and support.
<b>Facilities and Infrastructure</b>	Ensure the region has fit for purpose and financially sustainable facilities to meet the current and future needs of the game.

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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"><li>Actively support Clubs to retain and increase membership and participation</li></ul>	<ul style="list-style-type: none"><li>Promote the Love Tennis initiative to all clubs by February 2023.</li></ul>
<ul style="list-style-type: none"><li>Maintain current and introduce new competitions to retain existing and attract new members</li></ul>	<ul style="list-style-type: none"><li>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 10% by December 2023 and by 15% in each of the following two years</li></ul>
<ul style="list-style-type: none"><li>Expand opportunities for casual 'pay for play' tennis</li></ul>	
<ul style="list-style-type: none"><li>Liaise with schools, clubs and sports bodies to increase student participation and school-club liaison</li></ul>	<ul style="list-style-type: none"><li>Ensure that each secondary school is linked to at least one club by April 2023. Increase secondary school participation in inter-school competition, events and activities by 10% by December 2023</li></ul>
<ul style="list-style-type: none"><li>Liaise with Tennis New Zealand, clubs and primary schools to support participation growth in Hot Shots</li></ul>	<ul style="list-style-type: none"><li>Hot Shots participation is increased by 20% by October 2023</li></ul>

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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 2022 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 2022 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 2023
- ❺ Support participation in two coaches' workshops in 2022, either through TNR or other bodies.
- ❻ Review and report, with recommendations, by May 2022, on the operation of the Academy; its links with clubs and coaches; its use of financial, personnel and facility resources; and its impact on players to assess the extent to which its strategic goals are being achieved
- ❼ Support staff to participate in at least two approved development events in 2023
- ❽ Organise at least one development event for Board members in 2022

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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 2020-2023
- 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 2022 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 10% in each year from 2020 to 2023
- ❸ Present business plans for the ongoing viable operation and maintenance of TNR facilities to the 2022 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 10 year facilities plan is produced by April 2022 after consultation with stakeholders
- ❷ Costed regional facility maintenance and development plans are produced by April 2022 and reviewed quarterly thereafter
- ❸ Report(s) with recommendations are produced for these facilities by AGM September 2023

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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 2022 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 2022
- ❹ A systematic programme plan for gathering feedback using formal and non-formal evidence gathering methodologies is produced by March 2022 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"><li>Retain and develop high performing staff capable of new initiatives and delivering operational plans.</li><li>The Board provides effective governance and leadership and supports the achievement of organisation's strategic actions and continuous improvement.</li><li>TNR complies with all relevant statutory and regulatory requirements</li><li>Collaboration with Tennis Auckland will be strengthened</li><li>Tennis Northland is supported to develop strategic and operational plans to fulfil the expectations of its stakeholders</li></ul>	<ul style="list-style-type: none"><li>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 2022.</li><li>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 2022.</li><li>By March updated health and safety legislative requirements will be met. By August an audit of relevant legal and regulatory requirements will be undertaken.</li><li>By February existing cooperation with Tennis Auckland will be identified and evaluated . By November two additional tangible cooperative activities will have been implemented.</li><li>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 2022.</li></ul>

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