



TENNIS NORTHERN STRATEGIC PLAN 2023-2027



PURPOSE

“Making Tennis Accessible”

MISSION

To lead and strengthen tennis
in the Northern Region

VISION

More people playing more tennis
more often

VALUES

Fair Play, Innovation,
Collaboration, Excellence

TIMEFRAME

1 July 2023 to 30 June 2027

STRATEGIC PRIORITIES 2023-2027

PLAY AND PARTICIPATION

Enable our Community to have more people playing tennis, more often.

CLUB SUPPORT

Our Clubs will have the tools and support to ensure they have effective leadership to succeed.

GAME DEVELOPMENT

Enable players and coaches to maximise their potential.

FUTURE PROOF

To ensure our Governance, Finance and Culture are best practise and perfectly placed to support TNR into the future.

FACILITIES

Regional facilities are fit for purpose and future-proofed.



STRATEGIC PRIORITY #1

PLAY AND PARTICIPATION

Key Initiative: Club Play

Advocate playing opportunities that reflect the needs of the local community:

- Casual tennis for both members and non members.
- Club tennis that offers a variety of formats with a focus on engagement and enjoyment.
- Interclub for those who want a slightly more competitive game but also includes a social aspect.
- Identify the opportunities and gaps in the playing market and pilot delivery solutions.

Action

Outline, discuss and promote the different types of social and casual play available at:

- Club Breakfasts.
- CEO visits to TNR clubs.

Measurement

100% TNR club participation in Love Tennis.

Review Timeframe: 2024

100% TNR clubs offer an organised and monitored social environment for members and casuals.

Review Timeframe: 2025

OUTCOMES 2027

Enable our Community to have more people playing tennis, more often.



Key Initiative: Access

Advocate for better physical access to facilities to support more recreational play.

Action

Promote online booking solutions across clubs and TNR venues.

Measurement

100% of clubs offering casual play.

Review Timeframe: 2025

Key Initiative: Inclusion and Diversity

Enable equitable opportunities for all people and all communities to participate in tennis.

Embed and celebrate inclusion and diversity across all aspects of TNR membership and the organisation.

Action

Inform clubs on how to deliver equitable opportunities to all participants.

Develop capability of TNR, clubs and coaches in the understanding of Inclusion and Diversity.

Strengthen relationships with Inclusion and Diversity partner organisations.

Measurement

Two opportunities per annum provided to enable diversity and inclusion.

Review Timeframe: Annual

STRATEGIC PRIORITY #2

GAME DEVELOPMENT



OUTCOMES 2027

Enable players and coaches to maximise their potential.

Key Initiative: Competition

Enable year-round playing opportunities for players of all abilities:

- Through tournaments, interclub and hybrid competitions.
- A Competitive Framework that expands the potential of TNR participants.

Action

At the end of each season, survey interclub players (including parents for junior players) and clubs (in particular junior convenors) to determine if what we are delivering meets their needs.

Establish a Junior Interclub Committee to review the offerings, and modify where needed, to ensure it meets the needs of TNR juniors.

Measurement

Modified offerings available each year (if required).

Review Timeframe: Annual

5% yoy increase in participation (subject to capacity).

Review Timeframe: Annual



Key Initiative: Talent Pathways

Identifying, attracting and retaining talent.

Provide an appropriate pathway for high development athletes to compete through the stages towards achieving their goals in tennis.

Create an environment where the players are challenged to get the best out of themselves.

Ensure appropriate support is provided to TNR's most talented players.

Action

Liaise with clubs and work collaboratively to identify talent for the development pathway.

Annually work with each player to set their goals and the appropriate strategies to help them achieve them.

Development plan in place for coaches to enable them to provide the best environment for player development.

Ensure coaches are at tournaments to observe, mentor and advise players.

Measurement

Processes in place to develop a minimum of one player nationally ranked top 5 in each age group.

Review Timeframe: 2025

80% of players retained in the TNR programme.

Review Timeframe: Annual

90% of players playing interclub for TNR clubs.

Review Timeframe: Annual

STRATEGIC PRIORITY #2

GAME
DEVELOPMENT



Key Initiative: Programmes

Develop positive experiences with tennis through programmes offered.

Clubs deliver TNZ programmes - CardioTennis, Tennis Xpress and Hot Shots.

Action

Survey participants annually to ensure programs and tournaments are creating a positive experience, with feedback used to adjust programmes where needed.

Present to all clubs the TNZ programmes and features and benefits they provide.

Measurement

5% yoy increase in participation at TNR facilities (subject to capacity).

Review Timeframe: Annual

Promotion of TNZ programmes to clubs four times per annum.

Review Timeframe: Annual

Key Initiative: Tournaments

Ensure the appropriate tournaments are accessible to players.

Ensure tournament hosts and officials have the appropriate knowledge, skills and confidence.

Ensure, where appropriate, the Voice of Rangatahi is woven into tournament delivery.

Action

Create and deliver tournaments that are frequent enough and meet the needs of competitors.

Market and advertise tournaments more effectively using social media.

Ensure officials attend appropriate courses to make sure they have the right skills.

Measurement

5% yoy increase in participation (subject to capacity).

Review Timeframe: Annual

Key Initiative: Coaches

Grow and develop the coaching workforce to support the delivery of tennis across TNR.

Action

Annually work with each coach to have a development plan in place to reach their potential.

Measurement

100% of coaches have the opportunity to be appropriately qualified to deliver programmes effectively and maximise players’ potential.

Review Timeframe: Annual

STRATEGIC PRIORITY #3

CLUB SUPPORT

OUTCOMES 2027

Our Clubs will have the tools and support to ensure they have effective leadership to succeed.

Key Initiative: Club Membership

Support clubs to recruit, retain and value members.

Action

Continue promoting Love Tennis as the key vehicle to recruit new members.

Promotion of club play through TNR social media platforms.

CEO visit to each TNR club annually.

Measurement

100% of clubs receive support.

Review Timeframe: Annual

100% of clubs attend at least one TNR event per annum.

Review Timeframe: Annual

Key Initiative: Culture

Support clubs to create welcoming, safe and inclusive tennis communities.

Action

Provide the information at Club Breakfasts to help clubs create a welcoming and safe environment.

Measurement

100% of clubs receive support.

Review Timeframe: Annual

100% of clubs attend at least one TNR event per annum.

Review Timeframe: Annual

Key Initiative: Communication

Provide a communication plan and framework to engage and interact with clubs across multiple media channels and relationships.

Foster strong communications and connections with the TNR membership.

Action

Activate and post regularly on social media platforms such as Facebook and Instagram.

Deliver 8 Courtside News per annum.

Deliver 8 Club Breakfasts per annum.

Measurement

5% yoy increase in social media engagement.

Review Timeframe: Annual

CLUB
SUPPORT

Key Initiative: Sustainability

Ensure the long-term health (including financial) of all TNR Clubs.

Support clubs to promote tennis in their community through region-wide and local area marketing.

Action

Review club financials annually to assess their status and offer support and help where necessary.

Measurement

of clubs receiving support to prevent financial hardship.

Review Timeframe: Annual

Key Initiative: Volunteers

Support clubs to recruit appropriate volunteers.

Reward and recognise volunteers.

Action

Provide clubs with the tools to effectively recruit the right people.

Workshop how to reward and recognise volunteers.

Measurement

100% of clubs are appropriately resourced with volunteers.

Review Timeframe: Annual



Key Initiative: Recognition

Recognise and celebrate the successes of the TNR Community.

Action

Acknowledge and recognise the success of the TNR Community through Courtside News and the social media platforms.

Deliver TNR Annual Awards each year.

Measurement

A minimum of 24 successes celebrated through TNR communication platforms.

Review Timeframe: Annual

Increase club attendance at Annual Awards.

Review Timeframe: Annual

Key Initiative: Child Safeguarding

Provide leadership and support to ensure we provide a safe environment for children.

Action

Annual education plan for TNR and its clubs that maintains awareness.

Promote and advocate TNZ's Participation and Protection Policy.

Measurement

At least one learning and sharing opportunity provided regarding child safeguarding.

Review Timeframe: Annual

Key Initiative: Schools

Lead the conversation regarding a clear and simple pathway from classroom to club.

Action

Couple club coaches to the appropriate schools and colleges to ensure a pathway exists between the two.

Provide grant support for in-school coaching programmes.

Measurement

100% of clubs with at least one link to a local school.

Review Timeframe: Annual

STRATEGIC PRIORITY #4

FUTURE PROOF

Key Initiative: Management and Staff

Adaptable and sustainable workforce:

- Retention and succession planning.
- Resource capacity and matching appropriate skill sets to roles.
- Ensuring an inclusive and robust culture.

Action

Continue to meet the employees' needs and ensure a fun and challenging work environment.

Performance objectives and development plan in place for all staff.

Succession plan in place for all TNR roles.

Measurement

Retain and develop staff capable of new initiatives and who are delivering on TNR's Strategic Plan evidenced through Progress Reports to both Management and the Board.

Review Timeframe: Annual

Staff turnover less than industry average.

Review Timeframe: Annual

OUTCOMES 2027

To ensure our Governance, Finance and Culture are best practise and perfectly placed to support TNR into the future.

Key Initiative: Financial Sustainability

Maintain a well-funded and enduring financial position to allow for appropriate investments in people, facilities and projects.

Diverse revenue streams.

Ensure there is a sustainable and achievable budget that supports the core activities of TNR.

Action

Continually budget for a 5% increase on operating profit.

Continue to target and capture other revenue opportunities.

Monitor all statutory regulations to ensure TNR is compliant across all areas.

Ensure TNR and 100% of TNR clubs meet the new Incorporated Societies Act responsibilities.

Measurement

Deliver on annual budget.

Review Timeframe: Annual

At least one new diverse revenue stream per annum.

Review Timeframe: Annual

TNR complies with all relevant statutory and regulatory requirements.

Review Timeframe: Annual



STRATEGIC PRIORITY #4

**FUTURE
PROOF**

Key Initiative: Governance

Establish best practice governance structure for TNR.

Action

Annual review of the TNR Strategic Plan to ensure it remains relevant and meets the needs of its members.

Bi-annual review of TNR Constitution and policies.

Annual audit of board skills to identify gaps and actively recruit to fill where possible.

Succession planning in place.

Monitor Health and Safety on a regular basis.

Measurement

TNR is delivering on its Strategic Plan.

Review Timeframe: Annual

Key Initiative: Stakeholders

Strong and robust relationships with key stakeholders of TNR.

Action

Meet and engage regularly with key stakeholders to maintain strong relationships.

Measurement

Strong relationships are maintained with all key stakeholders.

Review Timeframe: Annual



STRATEGIC PRIORITY #5

FACILITIES

OUTCOMES 2027

Regional facilities are fit for purpose and future-proofed.

Key Initiative: Facilities and Infrastructure

Stewardship of centres including maintenance planning and upkeep, fit-for-purpose facilities, funded (including depreciation management) appropriately.

Action

Continually update and work to the Long Term Maintenance Plan.

Provide a solution for ATP roof to reduce leaks.

Maintain strong relationship with grant funders.

Measurement

Less than 5% of court-time lost each year.

Review Timeframe: Annual

50% of maintenance / development grant-funded.

Review Timeframe: Ongoing

Processes in place to ensure all Health and Safety incidents reported are resolved appropriately.

Review Timeframe: Annual

Key Initiative: Club facilities

Support clubs to provide well-maintained and safe facilities for the tennis community.

Action

Education on grant funding.

Support future planning of clubs.

Advocate that clubs have an asset management schedule and long-term maintenance plan.

Measurement

At least two learnings and sharings opportunities per annum related to grant funding.

Review Timeframe: Annual

100% of clubs have a Long Term Maintenance Plan and asset management register in place.

Review Timeframe: 2025

Key Initiative: ATP Development Project Underway

TNR collaborates with TCT in managing the ATP development project.

Action

Continue to work with all parties to complete the ATP multi-sport complex.

Timely communication to all key stakeholders as development progresses.

Measurement

Ongoing development of the ATP multi-sport complex for the benefit of key TNR stakeholders.

Review Timeframe: Ongoing