



# TENNIS OTAGO STRATEGIC PLAN 2023 - 2026

**VISION: A THRIVING TENNIS COMMUNITY WORKING TOGETHER WITH A SHARED PASSION FOR THE GAME**

## OUR MISSION

**To increase the number of people playing tennis in Otago and provide opportunities at all levels of participation for players of different backgrounds and abilities**

## VALUES



**Collaboration**



**Communication**



**Respect**



**Encouragement**



**Excellence**

## STRATEGIC PRIORITIES



# Strategic Priorities 2023-26

## Sustainability

- Maintain financial reserves sufficient to protect the organisation from foreseeable challenges
- Research and utilise funding sources available locally and nationally
- Increase sponsorship and foster good relationships with sponsors
- Ensure tennis facilities in Otago are fit for purpose and meet the needs of the community, consolidating where appropriate
- Manage risk through policies & procedures, insurance, etc.
- Transparent financial reporting
- Maximise available revenue streams including facility hire, sub-leases and other opportunities

### Measures

- Financial reserves maintained at an equivalent to 12 months of operating costs
- Annual surplus after depreciation
- Annual grant funding vs budget
- Annual sponsorship vs budget
- Lease income
- Complete Stage 2 of the Stevenson Tennis Centre Redevelopment in Year 2
- Geographical coverage of clubs and other tennis facilities

## Capability

- Recruit and retain Board members with a passion for tennis and a mix of key skills in tennis administration, finance, coaching & player development, communications
- Recruit and retain high quality staff with a passion for tennis and provide training and development opportunities for staff and volunteers
- Work to encourage coaches, managers and volunteers to become involved in tennis
- Develop and maintain a communication strategy for all key stakeholders
- Improve and invest in key facilities and equipment: office equipment including IT, tennis equipment
- Maintain constructive relationships with neighbouring tennis associations and Tennis NZ

### Measures

- A full Board (8 members) with demonstrated background in tennis administration, coaching & player development, finance, communications
- Staff KPIs are met
- Board KPIs are met
- Stakeholder satisfaction 75%+ among players, clubs, coaches
- Functioning committees responsible for finance/funding/sponsorship, junior tennis, interclub, tournaments

## Participation & Development

- Facilitate the delivery of Tennis NZ branded participation programmes in clubs and schools
- Implement workshops to support tennis clubs in Otago in recruiting new members; seek sponsorship/donations and encourage involvement from volunteers
- Increase the number of social tennis events at clubs and at the Stevenson Tennis Centre (STC) by implementing programmes such as cardio tennis and organising themed events
- Grow the number of coaches and officials in Otago by providing training opportunities

### Measures

- Number of individuals participating in school/club tennis programmes
- Activity/use of the Stevenson Tennis Centre including number of memberships
- Use of facilities - club, association, Edgar Centre
- Number of club members
- Number of coaches and coach qualifications
- Number of officials
- Number of social/recreational/participation level tennis events

## Competitions & Representative

- Host a range of tournaments which are attractive to players, spectators, and sponsors
- Undertake annual reviews of tournaments, representative tennis and teams events, and adapt/modify these as necessary
- Work with clubs to increase number of junior teams entering interclub competitions
- Encourage more Otago representative players to participate in tournaments run by Tennis Otago
- Support Tennis Otago players to achieve success both regionally and nationally

### Measures

- Number of players in tournaments/feedback from tournaments
- Number of Otago tournaments at each developmental level (including learners)
- Number of teams in junior interclub
- Number of rep players participating in Otago tournaments
- Results and rankings of Otago representative players