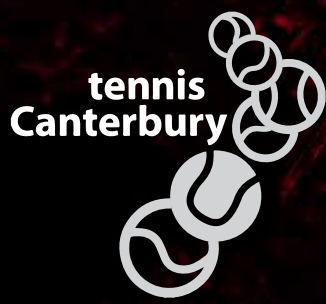
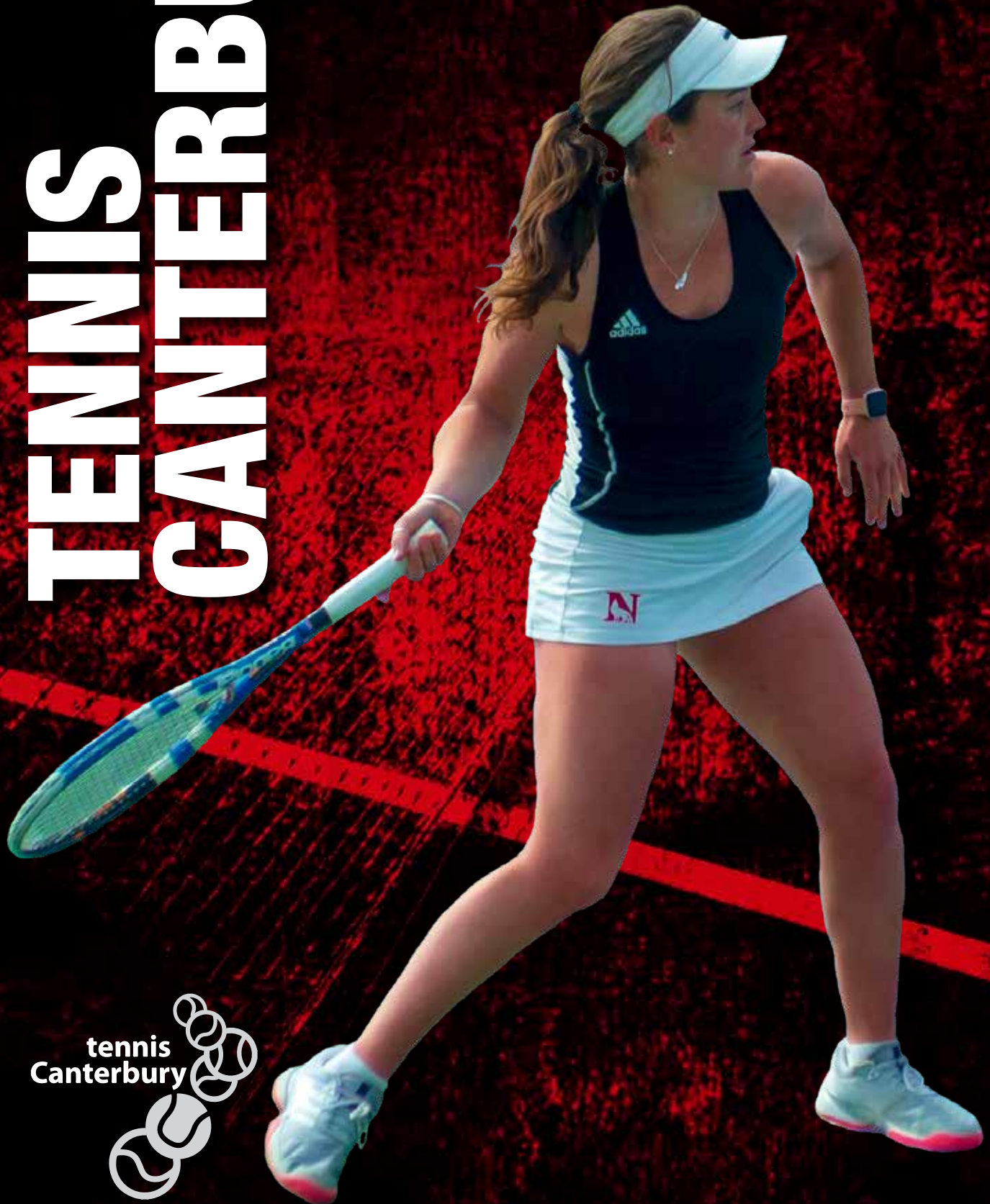


TENNIS CANTERBURY

STRATEGIC PLAN 2018 - 2021



BACKGROUND

The current Tennis Canterbury Region Inc. (TCRI) strategic plan has a timeframe of 2015 – 2018 and needs to be updated and extended to a new timeframe of 2018 – 2021.

The Canterbury region has experienced significant change in recent years due to the earthquakes and the recovery process. This has presented challenges and opportunities for TCRI. The main activity has concerned the future of Wilding Park, which has been progressed during the current strategic plan. There have been trends within the tennis and sporting communities regarding participation, funding and facilities, and these trends need to be factored into the strategic plan. Tennis in Canterbury has adopted a 'Player Centric' or 'Player First' theme. This will mean that 'player first' thinking will be at the heart of what we do and why we do it. The 'player first' theme will be a key guiding principle for decision-making on the delivery of services and facilities in support of the TCRI Mission, Role, and Values. Other aspects of tennis, such as coaching, administration, officials and volunteers play an important supporting role to the playing of the game.

CHALLENGES

There are challenges facing TCRI and the tennis community in general.

Participation

- Nationally, numbers indicate a gradual reduction in participation in tennis and membership numbers at clubs. There was a decline in tennis club membership numbers in Canterbury following the earthquakes, although some bounce back has occurred.
- Tennis competes with other sports for participation. A lack of high profile players on the big stage has also inhibited attracting younger players to the sport.
- A particular challenge is the retention of players in tennis in the 18-30 age group.

Sustainability

- Some clubs in the region struggle with financial viability and/or resources to maintain their facilities. TCRI needs to play a role in supporting and advising clubs. Such advice could be supporting clubs in changing their structure or providing administrative support.
- Tennis, like other sports, is dependent on sponsorship and grant funding. Such funding is getting harder to obtain, and traditional major sponsors are focussing more on the elite aspect of the sport at the expense of regional and community tennis.

OPPORTUNITIES

Participation

- Participation in tennis has broadened from the traditional club membership structure, i.e. some players want more flexible membership options, are prepared to pay for casual usage and play in less structured/organised manner.
- Tennis needs to support the varying needs of tennis players – junior, senior, masters, casual, competitive, social and clubs.

Facilities and Infrastructure

- The investment in the Nga Puna Wai initiative is an opportunity to enhance the tennis facilities for the region.
- Increase utilisation of the Wilding Park facility and particularly the indoor facility.
- Technology opportunities to improve communication with players and clubs, making information easily available to players, families of players, coaches etc. Use of Club Spark to be encouraged in this space.

MISSIONS, VISION, VALUES AND ROLE OF TCRI

Role

The role of TCRI is to work collaboratively as part of the tennis community to advance the game of tennis. To provide regional services and facilities that assist the tennis community. To provide a linkage to national and regional tennis organisations.

Mission

To promote and grow tennis in our region.

Vision

More people enjoying tennis.

Values

Player focussed, working together and transparent.

STRATEGIC PLAN

Outcomes / Goals

Participation

Performance

Organisation

Grow the number of players and keep players in the sport.

Canterbury players and teams succeeding at national and international level.

Financially sustainable organisation.

Make it easy and enjoyable for players to play tennis.

Provide pathways for players to reach performance and high performance levels.

Provide adequate tennis facilities across the region, including the Regional Tennis Centre (RTC) & Nga Puna Wai (NPW).

Provide opportunities for players to reach their potential.

People in Canterbury to experience quality tennis.

Positive relationship with clubs. Implement Club Spark.

Provide pathways for the development of coaches, officials and administrators.

Actively support clubs to adapt to the changing tennis environment.

Measures

Increase in membership numbers.

Success at national teams and individual events.

Sustainable annual budget, cash reserves.

Establish measures of non-membership participation.

Players selected for national honours, teams and development programmes.

Satisfaction measure from clubs.

Increase in players/spectators at major events.

NPW operational & increase in usage of RTC.

Services / Initiatives

Deliver competitive and fair interclub competitions and tournaments.

Support & organise representative teams and events.

Maintain & develop relationships with stakeholders – TNZ, SNZ, RST's, RSO's & sponsors.

Facilitate junior development & coaching programmes.

Deliver high profile tennis events.

Develop new revenue streams to fund initiatives.

Deliver programmes to encourage participation by new players, such as Love Tennis.

Deliver player development programmes.

Actively support clubs to develop their facilities, offerings & organisation.

Develop measurement facilities to capture tennis participation.

Improve communications, including implementing new systems.

Support clubs in introducing flexible membership and/or experiences for all types of players.