

Draft
The Strategic Plan of
Tennis Canterbury Region Incorporated
(trading as Canterbury Tennis)
2012 - 2014

Vision

Tennis – the lifetime sport for all

Mission

To be New Zealand's leading tennis community

Brand Statement

Tennis – it's a hit!

Big 5 Strategic Priorities

On Court

Game Development – to promote and grow the sport

Competitiveness – to excel on the court

Off Court

Investment – to provide a legacy for the tennis community

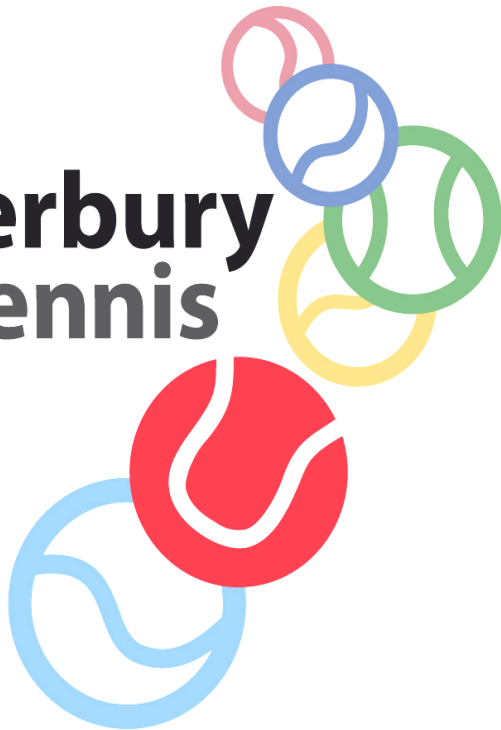
Organisational excellence – to collaborate & achieve the Strategic Plan

Earthquake recovery – to develop a world-class tennis facility

**Canterbury
tennis**



**Canterbury
tennis**



Values

Integrity

we will strongly adhere to a code of moral and ethical behaviour

Accountability

we will act in the best interest of our tennis community and accept responsibility for our actions

Excellence

we will strive to deliver excellence in all that we do

Collaboration

we will engage our community and work together to achieve the greater good for our sport

Innovation

we will lead by example, explore opportunities and embrace change for the good of our sport

Game Development

To promote and grow the game, attract more players and participants through advancing partnerships, enhancing delivery programmes and providing enjoyable and innovative opportunities to experience tennis.

Key Initiatives

- Establish innovative advisory groups
 - Marketing and Communication
 - Interclub
- Promote secondary schools programme
 - player acquisition
 - link to sports leadership
- Enhance existing primary schools programme
 - introduce school bag concept
 - establish KSI's for coaches/school
 - club education programme/conversion rates
- Promote a rules awareness programme
- Establish Beach Tennis programme
- Re-introduce business house competition
- Promote Easi Tennis – develop adult learner package
- Promote tennis in media and events

Key Success Indicators

- 25,000 total player numbers by 2014
 - 4% growth year one
 - 4% growth year two
 - 4% growth year three
- 16,000 partake in schools programme by 2014
 - 5% conversion rate to a form of club membership
- 500 partake in Easi Tennis by 2014
 - 20% growth year on year
- 60% of schools partake in secondary schools programme by 2014
- 80% of club coaches certified
- Beach Tennis underway by 2012
- Increased media attention

Competitiveness

To excel in the game through delivery of top quality player development and coaching programmes, competitions and tournaments.

Key Initiatives

- Establish an innovative Player Development Advisory Group
- Establish, track and evaluate High Performance Budget
- Implement Coach the Coach programme
 - 1 community coach course per year
 - 1 assistant junior club coach course per year
- Encourage and facilitate attendance at
 - 1 junior development coach course
 - 1 club professional course
 - 1 high performance coach course
- Appoint a Canterbury Coach
- Re-establish squads
- Expand number of Canterbury representative teams
- Create formal talent identification programme 8yrs – 10yrs
- Enhance elite player development programme 12yrs – 16yrs
- Fitness test all elite players
- Foster quality collaboration between Canterbury & Club coaches
- Establish appropriate high performance coaching facilities

Key Success Indicators

- Internationally competitive players each year
 - Australian Open Junior – 16yrs Girls & 18yrs Boys
- National single titles 12ys – 16yrs each year
 - Win greater than natural share (40-50%) of titles
- Team event of year:
 - Winner or runner up 2012
 - Winner 2013
 - Winner 2014
- Host an ITF junior tournament annually
- Host two national events 2013 and annually thereafter

Investment

To secure a strong and sustainable future for tennis, by engaging the tennis community to re-invest and support the sport and in return provide tangible benefits back to stakeholders.

Key Initiatives

- Maintain comprehensive financial management controls
- Grow existing revenues from sponsorships and grants
- Identify new revenue opportunities
 - sponsorships
 - grants
 - events
 - coaching
- Transparent affiliation fee model
- Establish a formal value proposition for clubs
- Establish a formal value proposition for membership
- Establish a formal value proposition for sponsors
- Invest in web site development

Key Success Indicators

- 5% growth in sponsorship revenue year on year
- 5% growth in reliable revenue sources year on year
- 5% growth in tournament and special events revenue year on year
- Additional quality sponsorship by 2014
- Annual budgets achieved or exceeded
- World class website
 - increase page hits per month by 50% year on year

Organisational Excellence

To align and collaborate with clubs and partners to effectively deliver all elements of the TCRI strategic plan and exceed the expectations of the wider tennis community.

Key Initiatives

- Establish a culture of teamwork/community around TCRI values
- Promote the Strategic Plan and engage relevant stakeholders
- Effectively execute the Strategic Plan
- Formally review Strategic Plan on a quarterly basis
- Create a concurrent 90 day plan
- Review TCRI operational resource
- Commence Sport Delivery Group review
- Enhance collaboration between clubs
- Enhance collaboration between clubs and sub-associations
- Introduce new communicator role in each club
- Enhance formal web based feedback process
 - encourage online feedback
- Provide regular and relevant communication to tennis community
- Provide discussion forums for the betterment of tennis
- Collaborate with sponsors to better leverage relationships

Key Success Indicators

- Vision, mission and values widely adopted by 2012
- Strategic Plan concurrent 90 day goals achieved
- Increased club engagement – six monthly survey results
- Positive membership feedback – six monthly survey results
- Each club has a strategic plan document by 2014
- Every Member club and sub association to be incorporated by 2012
- Club collaboration underway by 2012
- Canterbury players join TNZ national database
 - 70% by 2012
 - 80% by 2013
 - 90% by 2014
- Positive sponsor feedback – six monthly engagement review

Earthquake Recovery

To develop a world- class tennis facility that serves the local, national and international tennis communities.

Key Initiatives

- Engage fully with Members and key stakeholders
- Engage fully with Wilding Park Foundation Incorporated
- Engage in the viability assessment of Wilding Park facility with the Wilding Park Foundation Incorporated
- Provide the design requirements for a Future Tennis Centre
- Assist and guide Members on earthquake recovery initiatives
- Explore possible sport hub opportunities to include other codes
- Consider feasibility for a multi-use event centre
- Engage with media

Key Success Indicators

- Consensus obtained
- Positive feedback from stakeholders
- Consultation with other codes completed
- World class tennis facility completed on time
- Restoration of the majority of clubs to full playing facilities