

Tennis NT Strategic Plan

2022-2024



A sport for life, for all.

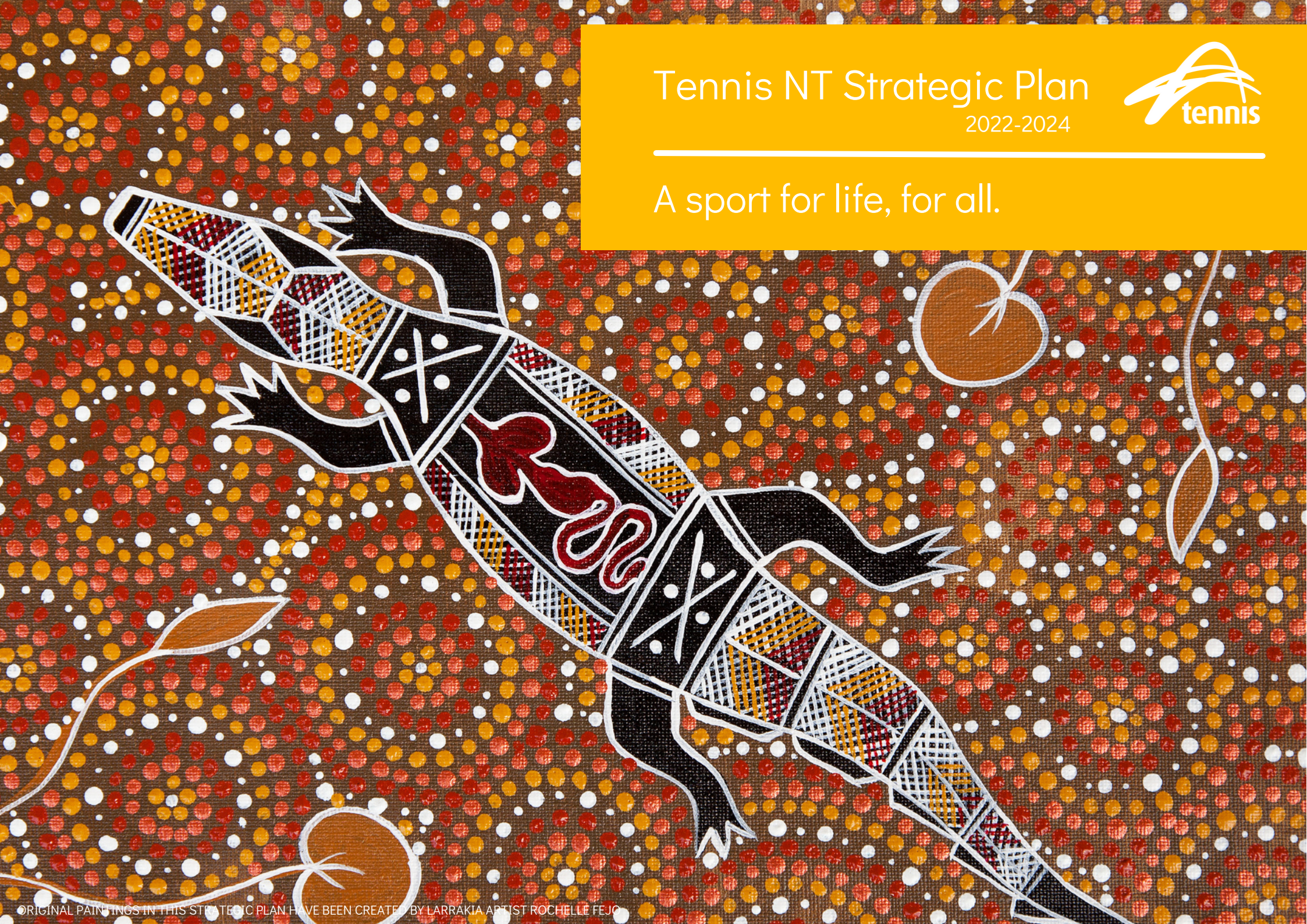


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Steve Rossingh - President Tennis NT



Tom George - CEO Tennis NT

President's Message

I am delighted to present to you this strategic plan of Tennis NT, for the period 2022 to 2024. Our vision encapsulates what this great game is all about - “a sport for life, for all” - and the plan reflects our optimism for the future of tennis across the Territory, building on its proud history.

Our overarching goal is to increase participation at all levels, from the grass roots to elite levels, working closely with clubs, centres, coaches and communities. An increasingly important focus is on the development of Indigenous participation in tennis, where the NT is uniquely placed to contribute to national efforts in this important area.

On behalf of the Board, I warmly thank the NT Government and Tennis Australia (TA) for their invaluable support. This plan is fully aligned with the NT Government’s Sport and Active Recreation Strategic Plan 2021-2025 and with the strategic plans and policies of TA. I also thank most sincerely the clubs, centres and all our other stakeholders and supporters as well as the dedicated staff at Tennis NT, for the outstanding contribution they have made and will continue to make. We look forward to further close collaboration as we work together to grow this game we all love.

Steve Rossingh

President Tennis NT

CEO's Message

This strategic plan comes at a promising time for tennis in the NT. With the prospect of many of the disruptions of COVID-19 soon to be a thing of the past and the recent successes of Australian tennis inspiring young and old we can look forward to more people playing tennis, an expansion of training opportunities, and the resumption of a busy schedule of local and national tournaments.

A key to realising the ambitious goals in the plan is harnessing the expertise, enthusiasm and dedication of the many players, coaches, parents, officials and volunteers who play such a vital role in the development of the game. We congratulate you on your achievements, acknowledge with deep gratitude your contribution, and welcome your feedback. We will consult, support and take your advice as we seek to grow the tennis community, strengthen the sustainability of clubs and centres, ensure a safe culture and pursue new areas of growth.

On behalf of the staff at Tennis NT, we look forward to your ongoing support and working with you all as we take this plan forward.

Tom George

CEO Tennis NT

Tennis in the Northern Territory

7 Affiliated Clubs

60 Managed Floodlit Courts

3500 Registered Players (approx)

48 Active Schools

20 Engaged Communities

50/50 Gender Participation



The Environment

The Northern Territory has a strong tennis history underpinned by the hard work and dedication of many individuals. Testament to this heritage is the NT Open which began in 1920, making it one of the Territory's oldest annual sporting events, which quickly gained national recognition.

Most competitive and social tennis in the Territory revolves around the network of clubs and centres across the NT, and the relatively new state-of-the-art Darwin International Tennis Centre (DITC). In addition the Top End has multiple public access courts which are predominantly owned by Local Government and schools. While these courts lack lighting or booking systems they are generally well maintained and well spread across residential areas, with relatively high usage.

Where Tennis NT fits in

Tennis NT is the peak body of tennis in the Northern Territory. Our role is to grow the number of people playing tennis more often, in a safe and welcoming environment. Its role is to coordinate, manage and promote the sport of tennis in the NT and in so doing, support and service its affiliated clubs and centres. Its parent body is Tennis Australia (TA) which provides substantial funding, resources and other forms of support. Nevertheless Tennis NT is a separately incorporated organisation that reports to its own, local, Northern Territory Board. The NT Government also provides substantial funding, and is a key partner.

Tennis NT is located at the Darwin International Tennis Centre (DITC) at the Marrara Sports Complex. It has affiliates across the Territory including in Alice Springs, Katherine, Nhulunbuy, Palmerston and Darwin.



Progress Report

Under the Tennis NT Strategic Plan 2016 to 2020 and during 2021, good progress has been made in the development of tennis in the Northern Territory. This is despite the major disruptions over more than two years from 2020 caused by COVID-19, including border restrictions, closures and other uncertainties which made normal scheduling of tournaments impossible and hampered many other activities.

It is pleasing that, despite COVID-19, overall participation rates have remained steady in the NT, particularly in school programs. Tennis NT now partners with 48 schools in Tennis Australia programs.

A number of our top junior players have excelled on the national stage and participated successfully in International Tennis Federation (ITF) Junior events.

COVID-19 caused the cancellation of many tournaments in 2020 and 2021 including Australian Ranking (AR) events, the National Indigenous Tennis Carnival and the annual Pro Tour event. However local tournaments, including ITF junior events, continued to be held. In an exciting development in 2020/21, the staging of multiple Universal Tennis Rating (UTR) events led to a 35 per cent increase in competitive opportunities for our young players.

Meanwhile the Darwin regional junior competition, established in 2018, went from strength to strength, with participation now based on the nationally-adopted UTR system.

In recent years there have been major changes nationally in developing pathways for our most talented young players. Since 2019 TA has adopted a broad philosophy for athlete development which emphasises an integrated development environment at all levels, maximises regular training and competition together between the top players; and seeks to harness the energy, passion and capability of the private sector. Tennis NT has made changes to align with this philosophy, while ensuring our pathways meet the needs of our aspiring young players in our unique environment.

Aligned with this, numerous education sessions have taken place for the athletes and parents of those involved in National Development Squads in the NT. We have been fortunate to have senior members of TA present on a range of topics such as performance, nutrition, sports psychology and well-being.

Multi-faceted support for clubs and centres continues to be a high priority of Tennis NT. A recent innovation has been the roll-out of TA's Thriving Tennis Communities (TTC) program, which gives clubs a clear identity and brand to promote tennis, and makes tennis easier to access. TTC offers clubs and centres a wide range of help for administrative tasks and an opportunity to showcase resources through the online platform Canva, which brings with it a new design hub and advanced websites.

Coaches are critical to the success of clubs and centres and key to the development of our young talent. As of 2021, there are 38 coaches across Tennis NT and its affiliated clubs delivering on-court lessons. Partnering with TA, Tennis NT has taken a number of initiatives to up-skill coaches and to support sustainable career pathways and aim to build on the success of the community coaching course hosted at DITC in 2021. A priority is upskilling coaches in regional areas, particularly Alice Springs, Gove and Katherine where additional coaches are critical to the growth of the game.

Officials play a valuable role in the success of tournament play. Expanding the pool of officials and supporting their professional development is a priority. Officials and their mentors have attended workshops and training sessions as part of the Territory Sports Academy High Performance Officiating Program. Tennis NT will support future participation in these and other similar development opportunities.

Tennis NT considers it is well placed to be a leader both in the Territory and nationally in Indigenous participation in tennis and has dedicated significant new staffing and other resources to this important endeavour. Thirty per cent of the NT's population identifies as Indigenous, many of whom reside in regional and remote areas. Their participation in tennis historically has been very low. Tennis NT is active in remote communities through the Racquets and Red

Dust Program (RRD). Generously supported by Jacana Energy, the NT Government and TA, the RRD Program focuses on teaching skills to the young and foster a love for tennis. In 2021 Tennis NT launched the first phase (Reflect) of its Reconciliation Action Plan, which through increased participation in tennis aims to contribute to positive health and education outcomes and to reconciliation efforts.

Inclusion & Diversity are a major priority of Tennis NT. In 2021, Tennis NT developed an Inclusion & Diversity Strategy. This Strategy focuses on the benefits at club level and more broadly, the development of opportunities for people with a disability to engage with tennis, engagement with the culturally and linguistically diverse (CALD) population, and supporting welcoming and safe LGBTQIA+ spaces in which to play the sport. In 2021 the first ever NT Wheelies Wheelchair Tennis Program was a notable success.

On the promotion of the tennis brand in the Territory, Tennis NT has moved forward with a highly targeted marketing approach to ensure tennis is front of mind in the traditional media as well as on the most popular social media platforms. Tennis NT is also assisting clubs and centres to market their brand and services, with a particular emphasis on maximising the use of a growing range of digital tools.

Tennis has not been immune from the great changes we have seen in the world in the past couple of decades and the way we live our lives. Expectations of current and future players are not necessarily what they used to be. Digital technology developments have been profound. Tennis NT is working closely with its stakeholders and other sources to improve data collection and market research, to better identify emerging trends, and to pursue new areas of growth.



Our Vision

A sport for life, for all!

- Thriving tennis communities
- A safe, healthy and collaborative environment

Our Role

To engage, empower and inspire the NT Tennis community to help grow the sport

Our Values

Respect, Humility, Ethics, Inclusivity, Teamwork, Excellence



AUSTRALIAN WHEELCHAIR CHAMPIONSHIPS



Our Strategic Pillars



Participation



Pathways



People



Venues



Indigenous Participation



Promoting the brand



Organisation

Key measures are for the 3 year period 2022-24 unless indicated otherwise

Participation



Our Mission:

To grow the number of people playing tennis more often, in a safe and welcoming environment.

How we measure progress:

Number and diversity of people of all ages playing tennis across the Territory. Extent to which tennis is a sport of choice for schools. Number of players, including social players, with a UTR. Extent to which Child Safety Plans are embedded. Progress in implementing our Inclusion and Diversity strategy.

Key Measures:

- 5% increase in the number of people playing tennis across the Northern Territory.
- A Child Safety Plan in every club.

Our Strategic Pillars

Participation

Focus Area: Schools

Objective:

Embed tennis as a sport of choice for schools. Provide a clear pathway from school to clubs and centres.

Activities:

- Work with schools and representatives of different levels of government to promote the acceptance of tennis as a sport at school
- Support the delivery of tennis in schools
- Promote use of the Hot Shots entry-level program for young children as part of the “Partner Program”, and the “Play Program” targeting more experienced students
- Assist clubs, centres and coaches to connect more efficiently with schools
- Facilitate TA’s Schools Surveys



Focus Area: Recreation Tennis

Objective:

More people playing tennis and enjoying time at venues. A varied, attractive and accessible range of opportunities to play tennis and improved access to facilities.

Activities:

- Support clubs and centres to develop recreational tennis options and ensure clubs and centres are appealing places to be
- Support cardio tennis
- Drive online booking solutions
- Support venues with digital activation and promotion through play.tennis.com
- Support the expansion of regular inter-club competition at different levels

Our Strategic Pillars

Participation

Focus Area: Inclusion & Diversity

Objective:

Equitable opportunities for all people to play and a welcoming culture for all.

Activities:

- Implement Tennis NT's 2021 Inclusion & Diversity strategy
- Develop the Wheelies Wheelchair Tennis Program
- Prioritise opportunities for Indigenous Australians (see Pillar E)
- Support NT Seniors Tennis
- Develop and implement a Women and Girls strategy, building on TA's Workshop in 2021
- Support the participation of people with a disability
- Increase engagement with the LGBTQIA+ community

Focus Area: Child Protection

Objective:

Provide leadership to our members to ensure we provide a safe environment for children.

Activities:

- Assist clubs and centres to embed and fully implement Child Safety Plans
- Implement a regular education plan for all members
- Monitor compliance with Working With Children clearances, Member Protection policies, and National Criminal Checks



Pathways



Our Mission:

To build a performance pathway to develop the best talent able to compete at territory, national and international level.

How we measure progress:

Number and level of ranked players at national and territory level. Proportion of players with a UTR. Range of tournament and training opportunities.

Key Measures:

- 10% increase in the number of direct acceptances of players into national junior championships.
- 10% increase in competitive match play opportunities for juniors via Super 10s, the local league, and local and national tournaments including UTR events.
- Opportunity for a minimum of 3 tours interstate per year for highly ranked players.

Our Strategic Pillars

Pathways

Focus Area: Junior Competition

Objective:

More juniors competing, in a wider range of formats

Activities:

- Expand the Super 10s competition for young players
- Organise development camps for young players
- Maximise participation in the regular annual interstate teams championships
- Adopt level-based play philosophy across junior competitions
- Assist clubs and centres in adopting new level-based play rating software
- Support the inter-club junior competition and other team tennis formats
- Expand junior match-play opportunities
- Assist coaches and parents to create tailored development opportunities for motivated young players



Focus Area: Player Development

Objective:

Provide more development opportunities for talented players

Activities:

- Ensure continued alignment of our pathways for development with the philosophy of TA
- Work with TA to provide a comprehensive training regime for top young players in the National Development Squads, as well as education programs for players and parents
- Develop TA regional and zonal squad programs where appropriate
- Embed the UTR system
- Assist clubs and centres with their training regimes for top-tier players

Our Strategic Pillars

Pathways

Focus Area: Competitive Framework

Objective:

Provide, as far as possible, year-round competitive playing opportunities at all levels.

Activities:

- Support competitions at club level, including the Club Super Challenge
- Develop the Territory tournament calendar with a new competitive framework
- Increase opportunities for talented players to compete outside the Territory
- Support high-level tournaments hosted in the Territory - ITF, UTR, and Australian Pro-Tour



People



Our Mission:

To support those who drive the development of tennis - coaches, volunteers, and officials.

How we measure progress:

Quality and size of coaching workforce.
Degree of recognition of the role of club committee members, volunteers and officials.

Key Measures:

- 10% increase in the number of TA-qualified coaches and TA-qualified officials

Our Strategic Pillars

People

Focus Area: Coaches

Objective:

Develop a sustainable and highly engaged coaching workforce.

Activities:

- Provide professional development opportunities for coaches, including new entrants
- Host TA community courses for coaches
- Support TA programs to upskill coaches in Darwin and regional areas
- Support pathways to gain, retain and develop coaches across the Territory
- Assist the capacity of coaches to become Centre Managers
- Support attendance by coaches at interstate tournaments
- Facilitate participation by coaches at digital professional development events



Focus Area: Officials & Volunteers

Objective:

Motivated, skilled and effective network of volunteers across clubs and communities. A strong local pool of qualified and motivated officials, including Tournament Directors

Activities:

- Support officiating pathways, including for aspiring Tournament Directors
- Support training opportunities for officials with TA and the Territory Sports Academy
- Recognise and reward volunteers and officials
- Governance assistance for committees

Venues



Our Mission:

To assist our clubs and communities to develop and operate sustainable tennis facilities.

How we measure progress:

Number of active members at clubs and centres. Financial sustainability of venues. Results of TA Health Indicator of Tennis (HIT) audits of clubs. Level of adoption by clubs of digital solutions to raise profile and to access facilities, particularly through the Thriving Tennis Communities program. Standard of upkeep and maintenance of facilities. Quality and number of Club Action Plans and their implementation.

Key Measures:

- Adoption by all clubs and centres of the National Health Indicator for Tennis (HIT) tool.
- All clubs and centres to have a Club Action Plan

Our Strategic Pillars

Venues

Focus Area: Tennis Centres & Infrastructure

Objective:

Enhance the network of sustainable facilities across the Northern Territory.

Activities:

- Leverage funding opportunities for venues to meet the future needs of changing communities
- Support existing venues to grow their capacity as needed and implement capital renewal initiatives
- Improve access to Hot Shots courts to support children's tennis development
- Support the roll-out of Club Action Plans
- Assist local government, communities and clubs in planning for future investment in tennis Support TA "health checks" of clubs via the HIT tool
- Through workshops and other initiatives, provide a range of educational and development opportunities for clubs and community representatives
- Provide targeted advice to clubs and centres where appropriate on governance and financial management
- Develop options for future business models at DITC and Gardens Tennis Club
- Support practical solutions for the upkeep and maintenance of clubs and facilities
- Assist clubs and centres to diversify their product mix to attract and retain members
- Identify, support, and engage where appropriate, segments of the community who only access public courts
- Partner with public facility providers to quantify use



Our Strategic Pillars

Venues

Focus Area: Digital Enablement

Objective:

Improve the digital accessibility and capability of tennis facilities.

Activities:

- Support clubs and centres to make full use of the Thriving Tennis Communities program
- Support clubs and centres in the rollout of Clubspark and other digital solutions at venues to simplify administration by efficiently managing court hire, membership, events and websites
- Drive the roll-out of cost-effective gate and light solutions at selected venues
- Drive the roll-out of the “Book a Court” program to more clubs, building on the success of the program at three venues to date
- Assist clubs and centres in developing digital marketing campaigns



Indigenous Participation



Our Mission:

To be a leader both in the territory and nationally in the development of Indigenous participation in tennis.

How we measure progress:

Growth in Indigenous participation, including in remote communities. Degree of recognition at national and territory level of the wider benefits of increased Indigenous participation. Success of National Indigenous Tennis Carnival (NITC) and other events.

Key Measures:

- 20% increase in the number of Indigenous youth who regularly participate in tennis development activities
- The Northern Territory hosts the NITC in 2022, 2023 and 2024, and obtains a commitment securing the future of the NITC in the Northern Territory

Our Strategic Pillars

Indigenous Participation

Focus Area: Participation

Objective:

Increase Indigenous youth participation in tennis, providing meaningful and sustainable programs across the Territory and contributing to Indigenous health and education outcomes.

Activities:

- In partnership with TA, expand the capacity and scope of the Indigenous Tennis Program “Racquets and Red Dust”
- Increase support for remote communities through further visits and the provision of training and equipment
- Develop further partnerships with relevant LGAs and Aboriginal Corporations
- Provide professional development courses in regional centres, including for those who work regularly in remote communities with young people
- Host the annual National Indigenous Tennis Carnival in Darwin, working with the Larrakia Nation Aboriginal Corporation



Focus Area: Reconciliation Action Plan (RAP)

Objective:

Consolidate the gains of the “Reflect” phase of the RAP and transition successfully to the “Innovate” phase and subsequent phases.

Activities:

- Work closely with Reconciliation Australia, as well as the different tiers of government, communities, sponsors and not-for-profit organisations, to develop and implement future phases of the RAP
- Continue regular meetings of the RAP Working Group to oversee the implementation and reporting on the RAP

Our Strategic Pillars

Indigenous Participation

Focus Area: Recognition

Objective:

Contribute to greater awareness of the sporting, social and health benefits of Indigenous participation in tennis and its contribution to reconciliation.

Activities:

- Leverage the National Indigenous Tennis Carnival, high profile visits, our Indigenous programs and events such as National Reconciliation Week and NAIDOC Week to raise awareness of the positive outcomes of Indigenous participation in tennis
- Through cultural awareness training and participation in forums, embed in our organisation and our membership respect for Indigenous cultures and histories
- Support TA, as well as States and Territories in the development of Indigenous pathways



We appreciate the support of our partners:
TA, Reconciliation Australia, Regional Councils, Evonne Goolagong Foundation, Michael Long Learning and Leadership Centre, Jacana Energy, STARS Foundation, Clontarf Foundation, Danila Dilba, Sunrise Health, and other organisations.



Promoting the brand



Our Mission:

To promote our sport, expanding our audience.

How we measure progress:

Level of awareness of tennis offerings.
Extent to which tennis is seen by Territorians as an accessible, enjoyable and inclusive sport for life.

Key Measures:

- 10% increase in media placements and the uptake of Tennis NT's social media platforms.

Our Strategic Pillars

Promoting the brand

Focus Area: Marketing

Objective:

Enhance the profile of tennis with effective marketing activity and campaigns

Activities:

- Expand our good relations with local and national media and sponsors
- Regular and effective placement of marketing materials
- Assist clubs, centres and communities to develop practical local marketing tools
- Build further support from sponsors including for targeted events
- Leverage Territory and Australian tournaments and successes such as the Australian Open and the National Indigenous Tennis Carnival to drive interest and engagement in tennis
- Update Tennis NT's Marketing Plan



Focus Area: Digital Tools

Objective:

Enhance our digital reach to members, the media and the general public and ensure our website is a quality and timely driver of communications and relevant information.

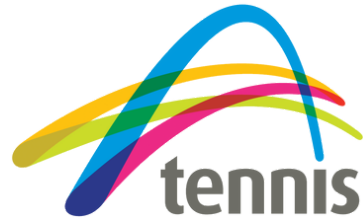
Activities:

- Utilise up-to-date and relevant digital tools, including Facebook, Instagram and LinkedIn, to reach our target audiences
- Regularly update our website and ensure it is user friendly and relevant
- Support roll-out of digital platforms for clubs, coaches and communities
- Through collection of data and feedback, measure the impact of digital activation

Thanks to our partners



Major Partners



Media Partners



Official Partners



Organisation



Our Mission:

To ensure that Tennis NT is focused, effective and accountable, that our governance and financial management are best practice, and that it is true to its values.

How we measure progress:

Results of performance and financial audits and other external evaluations. Feedback from NT Government, TA, clubs, centres and other stakeholders. Quality of market research.

Key Measures:

- Annual audit reports confirm the financial sustainability of the organisation

Our Strategic Pillars

Organisation

Focus Area: Governance, Sustainability & Staff

Objective:

Use best practice governance structure for Tennis NT. Ensure financial sustainability of key programs and infrastructure. Further strengthen collaborative relationships with TA and the NT Government. Ensure that the structure and expertise of Tennis NT are well aligned with the changing needs of the organisation and that the organisation's values are deeply embedded.

Activities:

- Ensure our governance framework is aligned with national best practice and meets TA, and our regulator's standards
- Work closely with TA and NT Government to ensure Tennis NT's sustainability of main programs, infrastructure and staffing
- Keep the Tennis NT Constitution, bylaws and policies under review to ensure they are relevant



- Develop and implement a Tennis NT Workforce Development Plan to meet the needs of the Tennis NT Strategic Plan
- Foster staff development
- Ensure all staff are committed to our values of Respect, Humility, Ethics, Inclusivity, Teamwork, and Excellence



Our Strategic Pillars

Organisation

Focus Area: Member & Local Partner Engagement

Objective:

Strengthen connections with the Tennis NT membership and our other local partners.

Activities:

- Regular and clear communication
- Host industry workshops as well as informal workshops
- Maintain Tennis NT Awards to reward and recognise excellence
- Share club and centre success stories
- Upskill volunteers

Focus Area: Data & Analysis

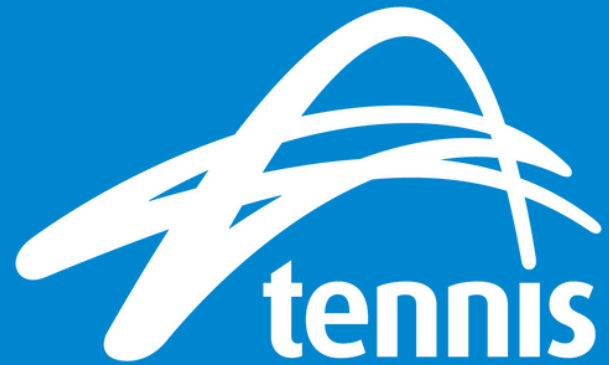
Objective:

A flexible and innovative organisation that, working closely with stakeholders, can identify emerging trends and pursue new areas of growth.

Activities:

- Work closely with clubs and centres to develop their data bases
- Utilise NT Government data and other material on programs and focus areas, demographic trends, and policy directions, to inform planning by Tennis NT and clubs
- Utilise data, forecasts, club health checks and innovative programs of TA, to inform planning by Tennis NT, clubs and centres.
- Improve market research generally, through data collection and assessment of trends from other sources





Tennis NT

(08) 8981 5609

9 Abala Rd, Marrara NT 0812

www.tennis.com.au/nt/

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@TennisNT



@tennis_nt



tennis-nt



@fennisnt