



TENNIS QUEENSLAND

**STRATEGIC
PLAN 2024**

TENNIS IN *Queensland*

Tennis in Australia is thriving, with two world Number 1 champions, a strong contingent of men and a world leading women's Federation Cup team.

Tennis is within the top 10 activities for participation in Queensland amongst both adults and children. A wealth of benefits and a passionate network of deliverers have brought tennis to this point.

- Delivery - operated by professionals and facilitated by volunteers
- Easily accessible - vast network of facilities and clubs
- Flexible - can be played all year round and on various surfaces
- Inclusive - sport for all
- All levels - active recreation through to elite sport
- Stars - the success of Queensland's best players, the Australian Open and Brisbane Tennis event
- A deep and respected heritage within the Australian sports industry.

The vision for Tennis in Queensland is to continue building on our strong position in Queensland culture. We aim to create a more playful world through tennis, and in doing so, tennis clubs will be thriving sporting hubs within their local community.



**THE ROAD
TO 2024**



THE STATE OF PLAY

A collaborative approach has been critical in the development of the **Tennis Queensland (TQ) Strategy to 2024**. Understanding the needs of Queensland tennis communities and the sporting landscape informs an impactful strategy and ensures we move forward together.

WORKSHOPS & FEEDBACK SESSIONS

**PARTICIPATION, PERFORMANCE &
INFRASTRUCTURE REVIEWS**

TENNIS SURVEYS & MARKET RESEARCH

CLUB OPERATIONAL HEALTH CHECKS

DEMOGRAPHIC & COMMUNITY DATA

RESEARCH INSIGHTS

POSITION

Based on 2018 research statistics, Tennis participation in Australia is in a strong position;

- Highest participation rate in the world
- Second largest participation sport in Australia with a large fan base
- Professional coaching workforce and dedicated volunteers

RISKS

Increased competition from other leisure activities and sports that we need to consider when developing our strategic priorities include;

- Declining participation rates for adults
- Poor retention rates for children between the ages of 9-14
- Many poorly performing clubs

OPPORTUNITIES

Tennis has the opportunity to lift participation by;

- Closing the gaps for social play of adults
- Better managing the transition for children from Hot Shots
- Improving the delivery of clubs and coaches
- Enhancing the digital experience for customers

CONSULTATION INSIGHTS



COMMUNICATION

- Stakeholder engagement and equal share of voice within the region
- Promotion of affiliate benefits and services
- More consultation
- Collaboration and shared practice between affiliates, regionally and state level
- Demonstrating alignment with regional priorities and initiatives
- Parent communication



MARKETING & COMMERCIAL

- Case studies
- Visibility and promotion of sport
- Online capability
- Sponsor benefits to affiliates
- New partnership opportunities



TENNIS DEVELOPMENT

- Youth engagement
- Regional field staff visibility
- Targeted servicing for clubs
- Inclusion of other racquet based activities
- Adaptation to changing environments



CLUB DEVELOPMENT

- Club governance
- Financial sustainability
- Succession planning
- Regional Assembly investment and scope
- Club health
- Strategic alignment of regions
- Generational change - committees



COACH DEVELOPMENT

- Number and recruitment of coaches
- Delivery method of courses
- Pathways to retain coaches
- Development support



COMPETITIONS, FIXTURES & TOURNAMENTS

- Lack of RA/club led rules & regulations
- Formats & delivery of regional fixtures
- Regional sustainability of tournaments

TENNIS QUEENSLAND

STRATEGIC PLAN 2024



FRAMEWORK FOR *Success*

PURPOSE

We believe playing makes life better

VISION

To create a playful world through tennis

FOUNDATIONS

- Regional Assemblies
- Affiliation
- Our Staff
- Our Systems
- Our Finance
- Our Governance
- Our Risk & Opportunities
- The Queensland Tennis Centre
- The Tennis Australia Service Agreement
- Government Partners
- Brisbane Tennis
- National Academy

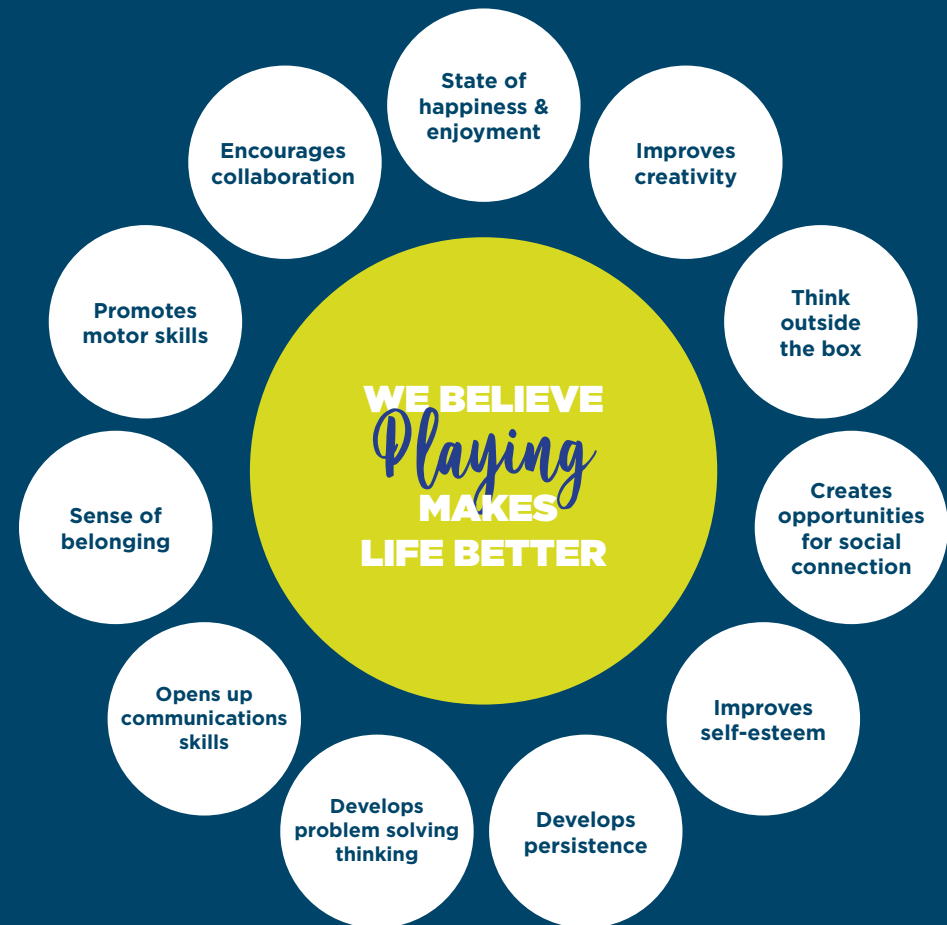
STRATEGIC PLAN

- Pillar 1 - Pathways that attract & retain talent
- Pillar 2 - Local partnerships
- Pillar 3 - More adults & youth playing
- Pillar 4 - Enable growth through events, digital & marketing
- Pillar 5 - Reinforce the right behaviours
- Pillar 6 - Sustainable game

VALUES

Imagination - dare to think differently
Excellence - never stop striving
Collaboration - build trust through mutual respect
Humility - put others ahead of yourself

OUR PURPOSE



OUR VISION:

To create a *playful* world through tennis

This is the purpose of tennis staff and the tennis family.

From a young age playfulness promotes growth and development, while maintaining fun and wellbeing in older age.

We want others to see how powerful our game and culture is in creating a playful and inclusive way of life.

Our impact on the world is through our events and through every experience with a tennis ball - we invite everyone to enjoy their time with tennis.



OUR FOUNDATIONS

Our foundations represent the guiding principles, partnerships and processes for how tennis functions in Queensland.



OUR REGIONAL ASSEMBLIES



AFFILIATION



OUR STAFF



GOVERNMENT PARTNERS



OUR FINANCE



OUR SYSTEMS



OUR RISK & OPPORTUNITIES



OUR GOVERNANCE



BRISBANE TENNIS



NATIONAL ACADEMY



TA SERVICE AGREEMENT



QUEENSLAND TENNIS CENTRE

END TO END

Alignment

The alignment from Tennis Australia to our clubs is vital to the success of our sport with each body having its own role in leading the sport whilst also playing a supporting role to one another.

ROLES AND RESPONSIBILITIES

STRATEGIC PLAN DEVELOPMENT

TENNIS AUSTRALIA

Purpose | Vision | Values

TENNIS QUEENSLAND

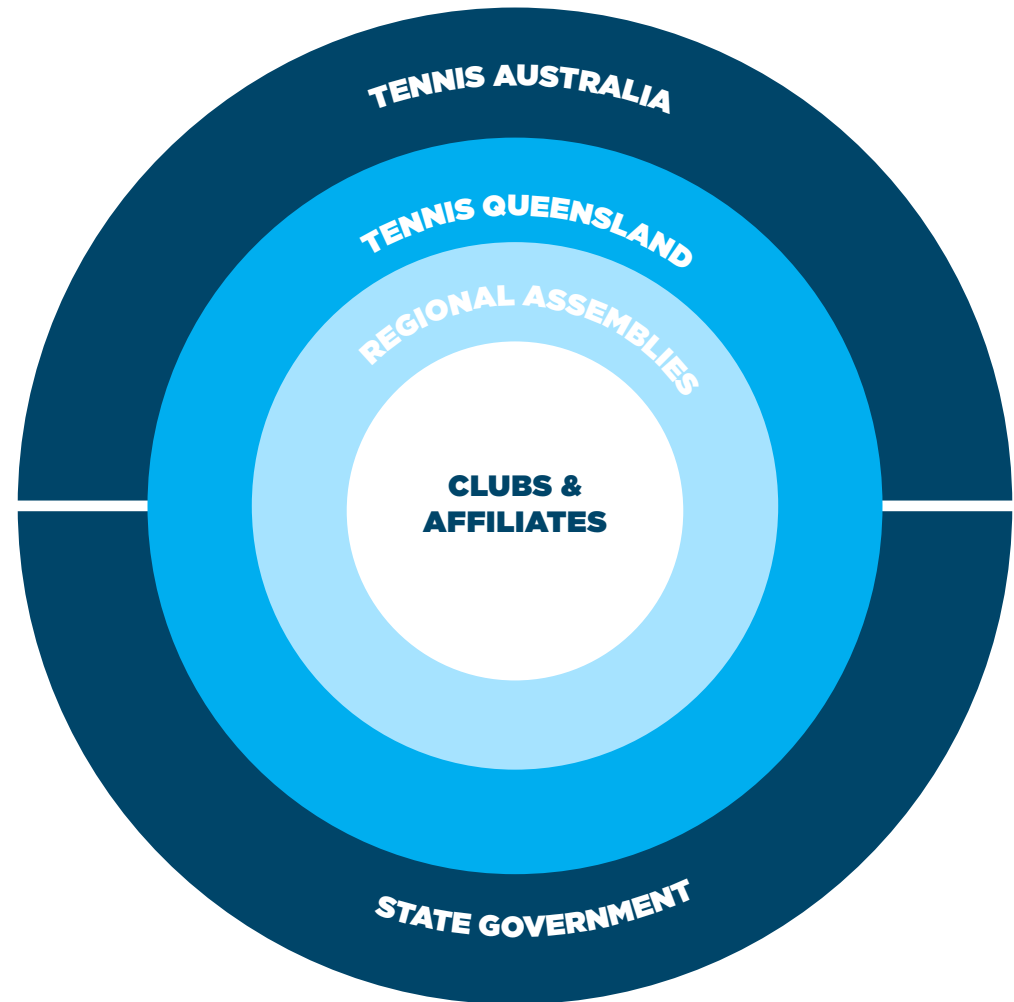
Relevance of Purpose, Vision and Values to Queenslanders | Behaviours linked to Values | State Focus Areas | Pillars | State Measures of Success | Operational Plans

TENNIS QUEENSLAND REGIONAL ASSEMBLIES

Regional Focus Areas | Regional Measures of Success

QUEENSLAND CLUBS & AFFILIATES

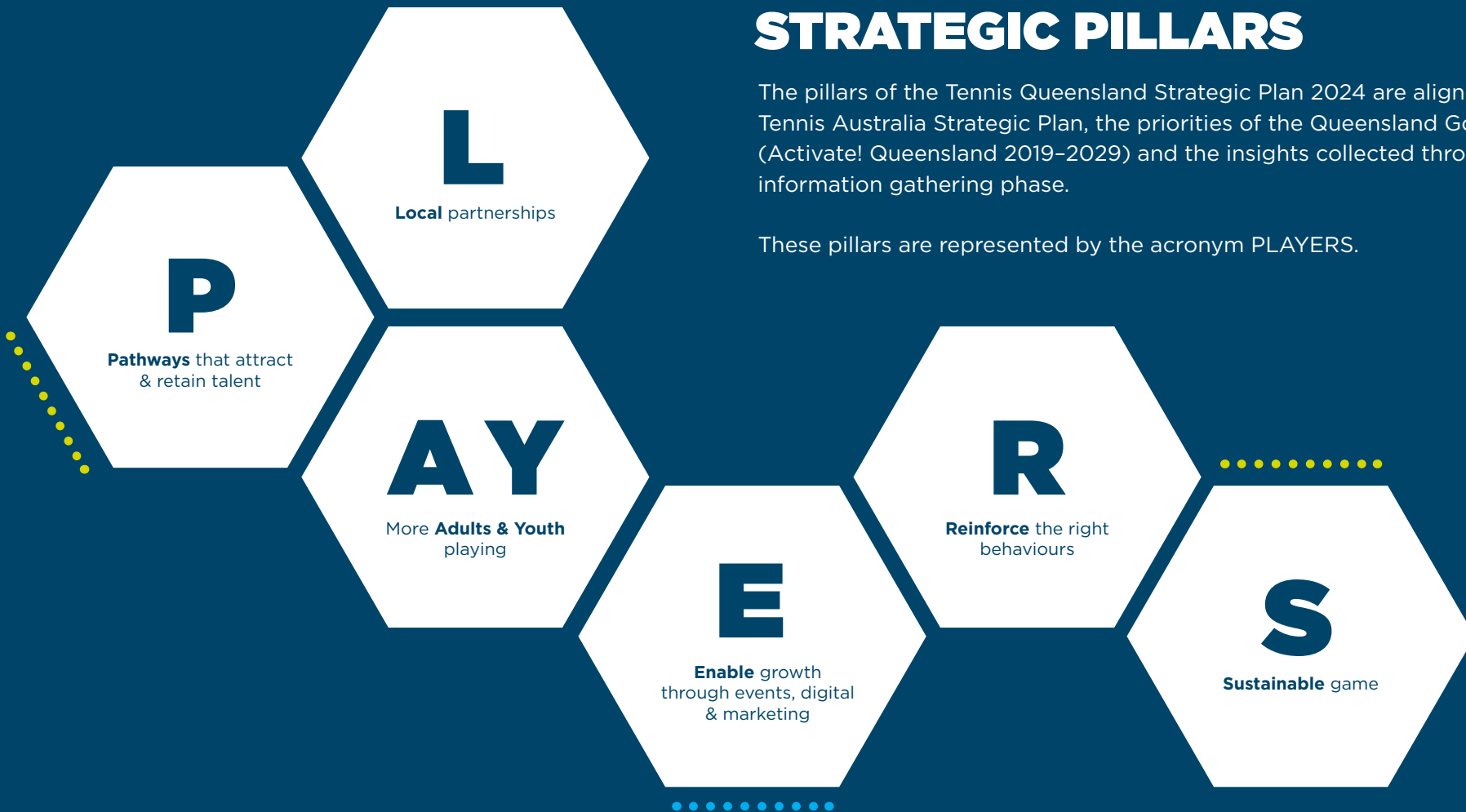
Club Focus Areas | Club Measures of Success



STRATEGIC PILLARS

The pillars of the Tennis Queensland Strategic Plan 2024 are aligned with the Tennis Australia Strategic Plan, the priorities of the Queensland Government (Activate! Queensland 2019-2029) and the insights collected throughout the information gathering phase.

These pillars are represented by the acronym PLAYERS.



Plan ON A PAGE

PATHWAYS that attract & retain talent

LOCAL partnerships

More **ADULTS & YOUTH** playing

ENABLE growth through events, digital & marketing

REINFORCE the right behaviours

SUSTAINABLE game

OBJECTIVE: Foster diverse talent pathways that enable players to maximise their unique potential
FOCUS AREAS: Reinforce the capability of the delivery network | Enhance talent development | Maximise tournaments & competitions

OBJECTIVE: Empower partners at the local level; put volunteers, coaches and councils at the centre of our thinking
FOCUS AREAS: Support & service key stakeholders | Optimise regional collaboration & funding opportunities

OBJECTIVE: Celebrate tennis as a game for life, attracting and retaining youth and providing adult social play opportunities
FOCUS AREAS: Deliver adult & youth programs

OBJECTIVE: Maximise events, digital platforms and marketing opportunities to grow the game
FOCUS AREAS: Leverage local events to drive engagement | Drive adoption of digital platforms | Present a positive tennis experience

OBJECTIVE: Create a culture of safety, wellbeing and inclusion across the sport
Uphold tennis as the “safe sport for all” | Embrace under-represented groups|
FOCUS AREAS: Champion gender equality and equity | Transform reward and recognition opportunities

OBJECTIVE: Deliver a long term sustainable game
Create thriving clubs | Establish tennis as a hub of the community | Promote environmentally conscious opportunities

P

Pathways that attract
& retain talent

Pathways that attract & retain talent

OBJECTIVE

Foster diverse talent pathways that enable players to maximise their unique potential

STATE FOCUS AREAS

1. Reinforce the capability of the delivery network
2. Enhance talent development
3. Maximise tournaments & competitions



TOURNAMENT & COMPETITIONS STATE-BASED REVIEW

Identify the unique position of Queensland's tournament and competitions environments from the players' and delivery channels' perspectives.



EMERGING LEADERS PROGRAM

Create a state-wide program that identifies and develops future leaders in all areas of the sport - officiating, club administration, coaching - and creates a meaningful link to the sport's governance.



Local partnerships

OBJECTIVE

Empower partners at the local level; put volunteers, coaches and councils at the centre of our thinking

STATE FOCUS AREAS

1. Support & service key stakeholders
2. Optimise regional collaboration & funding opportunities



CLUB DEVELOPMENT SERIES

Empowering and upskilling clubs to identify and build partnerships that will foster long term success.



COMMUNITY PARTNERSHIPS

Create mutually beneficial partnerships with local council, neighbouring sporting bodies and health partners to build active communities.



FRIENDS OF TENNIS

Business to Business (B2B) engagement plan with groups that support the development of tennis.



COACH AND OFFICIAL DEVELOPMENT PROGRAM

Learning program, retention and succession plan for tennis community's paid workforce.

AY

More Adults & Youth
playing

More *Adults & Youth* playing

OBJECTIVE

Celebrate tennis as a game for life, attracting and retaining youth and providing adult social play opportunities

STATE FOCUS AREAS

1. Deliver adult & youth programs



CLASSROOM TO CLUB PLAY

Transition students from tennis in schools into regular play.



DELIVERING TENNIS AUSTRALIA PROGRAMS OF NEED

Applying the suite of TA-sanctioned programs and offerings to community profiles and target areas.



E

Enable growth
through events, digital
& marketing

Enable growth through events, digital & marketing

OBJECTIVE

Maximise events, digital platforms and marketing opportunities to grow the game

STATE FOCUS AREAS

1. Leverage local events to drive engagement
2. Drive adoption of digital platforms
3. Present a positive Tennis experience



TQ DIGITAL REVIEW

Consider all of Tennis' owned channels, their purpose and audience to improve engagement.



CLUB DIGITAL FOOTPRINT

Support development of digital channels of our affiliate network.



STATE-WIDE EVENT PLAN

Improve the delivery of various current events by auditing the current event calendar, and creating a clear, purposeful state-wide event plan, incl. major tour/roadshow of the state.



REGIONAL EVENT KITS

Improve the delivery of small club and community based events by providing digital and physical event planning and delivery tools.



R

Reinforce the right behaviours

Reinforce the right behaviours

OBJECTIVE

Create a culture of safety, wellbeing and inclusion across the sport

STATE FOCUS AREAS

1. Uphold tennis as the “safe sport for all”
2. Embrace under-represented groups
3. Champion gender equality and equity
4. Transform reward and recognition opportunities



SPORT FOR ALL ACTION PLAN

Consider playing pathways for remote and/or under-represented Queenslanders.



REWARD & RECOGNITION

Create a suite of awards to recognise contributions to the sport.



FEMALE ENGAGEMENT

Create tennis opportunities for females throughout Queensland.



PEOPLE SAFE CLUBS

Develop a behaviour education framework to enforce TQ's values.



Sustainable game

OBJECTIVE

Deliver a long term sustainable game

STATE FOCUS AREAS

1. Create Thriving Communities
2. Establish Tennis as a hub of the community
3. Promote environmentally conscious opportunities



ENVIRONMENTAL ACTION PLAN

Develop and implement an environmental action plan for tennis clubs.



QUEENSLAND TENNIS FACILITIES PLAN 2028

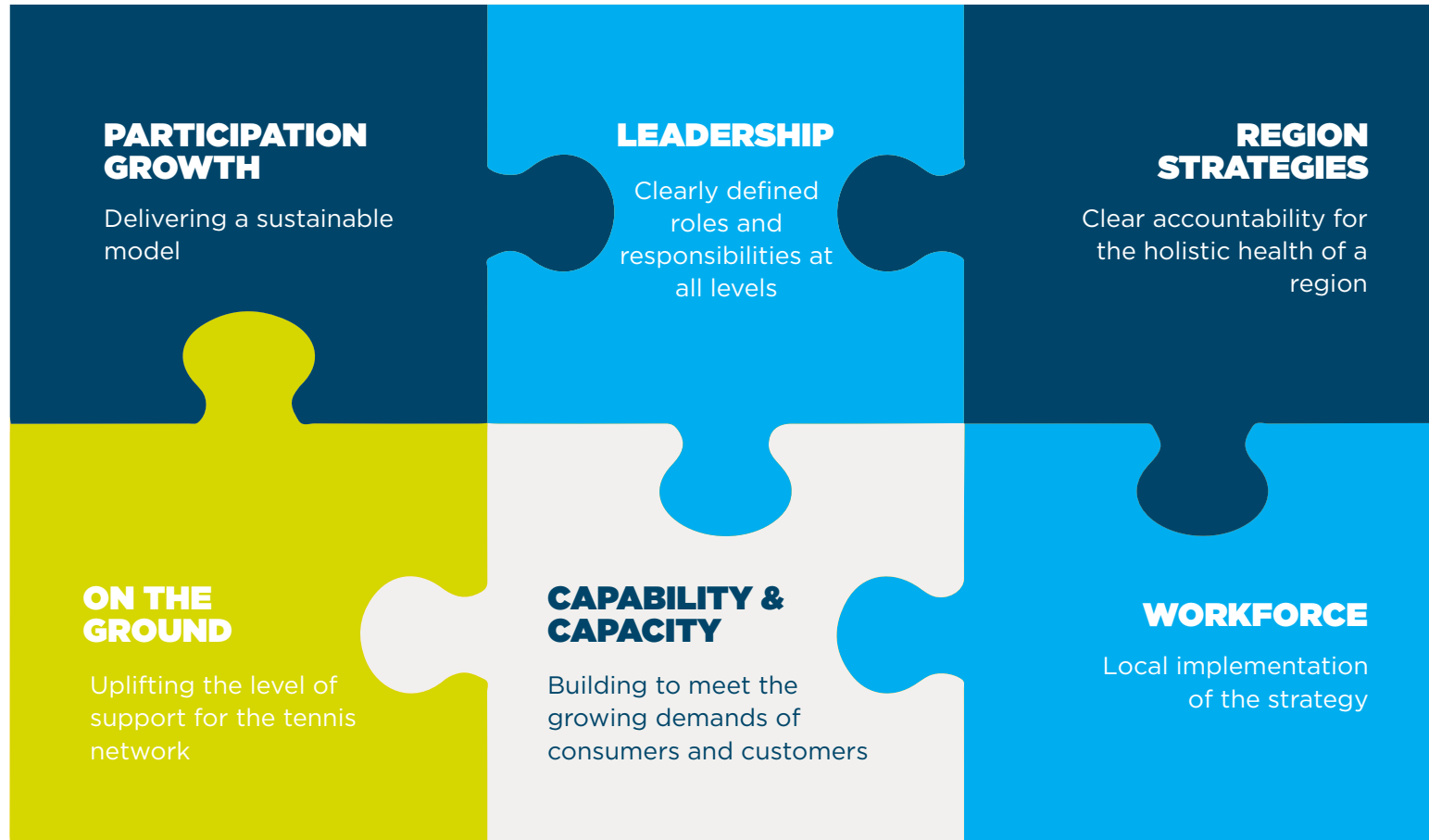
Delivery of projects identified in Plan, including greenfield and brownfield sites. Including increased facility upgrades and accessibility.



THRIVING CLUBS

The co-creation of development plans, that foster safe, inclusive and playful clubs that thrive in their respective communities.

DELIVERY PRINCIPLES





IMAGINATION

Dare to think differently

The ability to continually see things in a new light makes our lives better.

Bringing a growth mindset to new ideas and having enthusiasm for positive change.

The ability to conceive new possibilities by understanding their value to the world, from the day-to-day to the more ambitious goal.

Imagine what could be better with a restlessness against any complacency and a push against the way things have always been done, just for the sake of it.





EXCELLENCE

Never stop striving

We set the standard for world-class delivery – lead by example and set the benchmark to which others aspire and inspire others to achieve more.

Understanding a high performance culture needs to pace itself and know when to sprint and when to breathe, but always keep looking forward.

Keep learning along the way because to be the benchmark requires constant progress.

Grand Slam achievement on the tennis court serves as an inspiring example for excellence, but excellence can be displayed by anyone, from elite athletes to unsung heroes, every day.

That 'never' is a word we don't hear or acknowledge.

COLLABORATION

Build trust through mutual respect

It's one thing to bring people together but quite another for them to work together towards a common goal.

When you invite those with expertise to be part of your work, they can add enormous value.

Sustained success really does come from people trusting one another, and although we might each be different, it is by valuing our collective diversity that we can deliver the greatest value.

This starts internally by asking "who needs to be a part of this?" and through welcoming other perspectives. After all we may be different but that's an advantage.





HUMILITY

Put others ahead of yourself

Generosity in victory and graciousness in defeat.

Remain grounded following success - keep asking "how could I be better?"

Demonstrating kindness and humility is a responsibility that comes naturally when what you are doing isn't just enjoyable but fulfilling too.

Humility allows you to look beyond yourself.

Crucially, humility boosts diversity through its fostering of inclusivity and acceptance.

OUR PEOPLE

AFFILIATE NETWORK

Committees, coaches and communities behind the clubs, centres and associations of Queensland Tennis

BOARD OF DIRECTORS

Selected by the Regional Members to move our sport forward

REGIONAL ASSEMBLIES (RA'S)

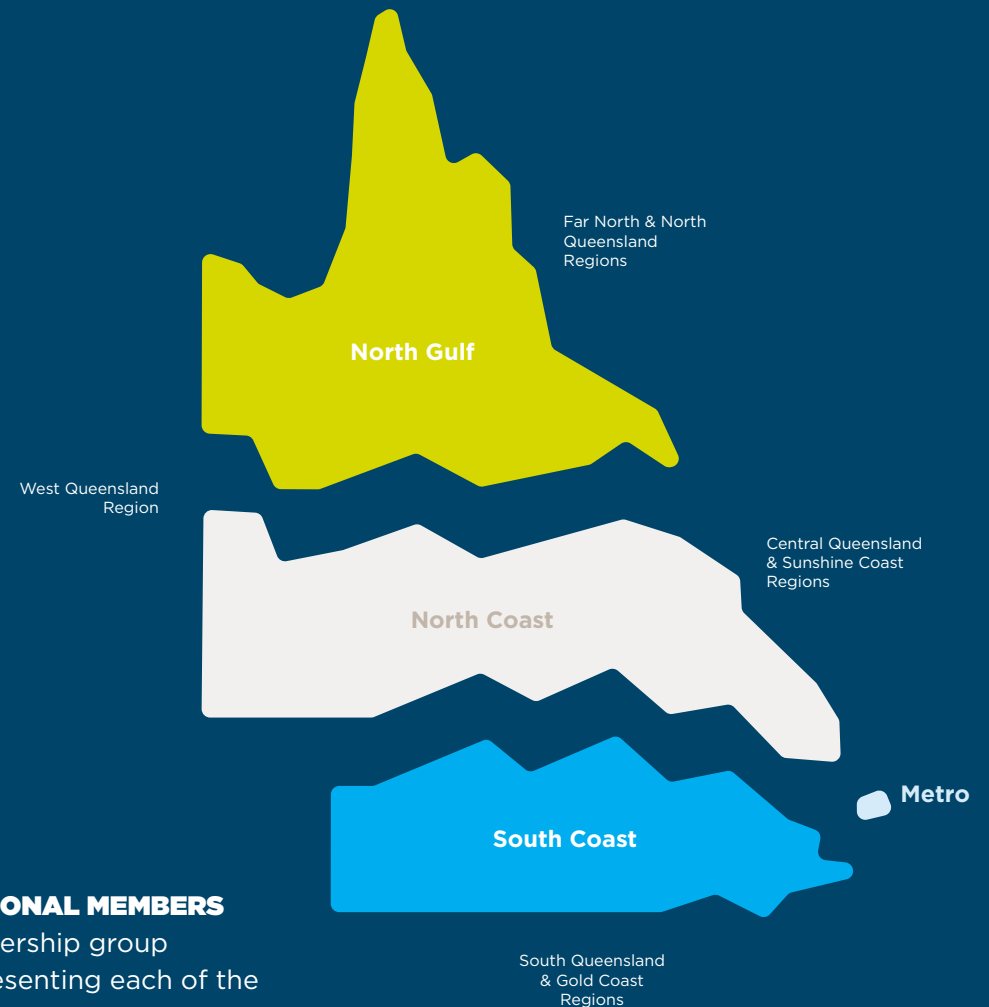
Volunteering their time to represent the affiliate network within each region of Queensland (pictured right)

WORKFORCE

Field teams based within four 'super regions' (pictured right) as well as additional service providers tasked with delivering the needs of the sport and its network

REGIONAL MEMBERS

Leadership group representing each of the eight RA's



TENNIS QUEENSLAND

STRATEGIC PLAN 2024

