

# Tennis SA

# *Strategy*

2024-2027

Inspiring everyone to  
enjoy life through tennis







# Welcome to our 2024–2027 *Strategic Plan*

**Tennis SA is dedicated to creating pathways and opportunities for everyone to enjoy life through tennis, and the next three years promise remarkable growth for our sport in South Australia!**

We are excited to present the Tennis SA Strategic Plan 2024–2027. We begin by acknowledging the incredible tennis community that is the heartbeat of our sport in this state.

To our clubs, associations, coaches, volunteers, players, and tennis fans, we extend our heartfelt thanks for the amazing journey so far and for your contributions that have made tennis thrive in the community.

Together, we've built a vibrant and dynamic tennis culture that continues to grow stronger every day. We are grateful to the South Australian Government, our local Councils and Government Departments, and Tennis Australia for their continued support and advocacy for tennis in South Australia.

Our new strategy aligns closely with the priorities of Tennis Australia, enabling continued growth in participation and activity across the state. Our purpose

is to inspire everyone to enjoy life through tennis. We are committed to helping our tennis community flourish, ensuring our clubs and courts are open, accessible, and inclusive for all. Quite simply, we aim to help more people play more often.

We have five key strategic pillars that we believe will position us for continued growth:

- Participation Pathways
- Competitive Pathways
- Financial Stability
- Events and Community
- Organisational Culture

With grassroots at the core of everything we do, these five focus areas will enable our teams to assist our affiliates and stakeholders in delivering great tennis opportunities to more South Australians. Our values of imagination, collaboration, humility, and excellence will remain central to all our efforts. We aim to continue

diversifying and educating our staff to achieve the best outcomes for tennis and our community.

We look forward to working with you all to implement our new strategic direction and hope to see you on the court soon!

Debbie Sterrey  
CEO

Philip Roberts  
President





# Tennis SA *Strategy*



## Tennis Australia Purpose

Create a playful world through tennis, because we believe playing makes life better.



## Tennis SA Purpose

Inspiring everyone to enjoy life through tennis.



# Our Values



## Imagination

Dare to act differently



## Collaboration

Build trust through mutual respect



## Humility

Put others ahead of yourself



## Excellence

Never stop striving to be the benchmark



# Strategic Pillars



## Participation Pathways

- Retain, develop and grow participants
- Club sustainability
- Foster inclusive environments



## Competitive Pathways

- Develop and strengthen key pathways
- Grow competitive opportunities
- Support tennis community



## Financial Stability

- The Drive
- Partnership alignment
- Support our affiliates



## Events and Community

- Best practice tennis events
- Diversified event offerings
- Community connection



## Organisational Culture

- Values and ethics
- Diverse and agile workforce
- Engagement and empowerment





# Strategic Pillar 1

## Participation Pathways



### Our Strategic Goal

Create safe, welcoming, and inclusive pathways that allow more people to play more often.



### Key Strategies

#### Retain, develop and grow participants

- Develop a key youth pathway, providing diverse opportunities to transition through tennis offerings
- Focus on opportunities for teenagers to remain engaged with tennis across a breadth of different pathway options
- Provide more diverse playing opportunities for adults across complimentary and social formats, keeping them playing for fun and fitness

#### Club sustainability

- Supporting volunteers and members by providing tools and resources to ease the load
- Use best practice tools and data to help clubs and associations achieve their strategic goals, visions and promote continued growth
- Cultivate strong venue and local government relationships to increase governance and allow clubs and communities to thrive

#### Foster inclusive environments

- Develop and support diverse playing opportunities to allow an inclusive environment that is safe and welcoming for all
- Attract and retain more participants by offering engaging and exciting opportunities across all key diversity pathways
- Be progressive in our education practices to ensure we assist in providing safe playing environments





# Strategic Pillar 2

## Competitive Pathways



### Our Strategic Goal

Offer diverse and engaging playing experiences designed to enhance tennis.



### Key Strategies

#### Develop and strengthen key pathways

- Establish a best practice Ball Kids pathway allowing more opportunities for youth to be involved in our sport
- Grow our regional event pathway, ensuring we provide more opportunities and a better all-round experience for participants and deliverers
- Develop a cohesive player pathway that facilitates development throughout their playing journey

#### Grow competitive opportunities

- Provide the most suitable playing opportunities for the best experience of the competitive player
- Develop a strong introductory pathway for the future growth of the sport
- Bring lapsed players back to the game through fun, engaging, safe and welcoming competitive offerings to reconnect with the love of tennis

#### Support tennis community

- Provide appropriate tools, training and resources for success
- Diversify our guides, procedures and training to provide a more inclusive environment
- Provide revamped education and development opportunities to improve our education practices on and off the court





# Strategic Pillar 3

## Financial Stability



### Our Strategic Goal

Deliver strong financial outcomes for the advancement of tennis in SA.



### Key Strategies

#### The Drive

- Offer progressive opportunities by opening our world-class venue to diverse sporting organisations, sectors and industries
- Establish and enact operational practices to ensure The Drive's sustainability while meeting environmental and social standards
- Prioritise enhancing The Drive's brand awareness through targeted marketing strategies to maximise the impact of key events and boost venue utilisation and revenue

#### Partnership alignment

- Secure and foster key partners that align with the values of Tennis SA, delivering mutually beneficial outcomes
- Work collaboratively with the State Government, Local Governments and Councils, and key organisations for the betterment of tennis in SA
- Focus on growth in our corporate and premium partner offerings at The Drive to deliver strong financial outcomes

#### Support our affiliates

- Actively support tennis community to secure funding opportunities to help them thrive
- Ongoing commitment to provide member benefits
- Provide unique opportunities to reward and recognise our affiliated communities





# Strategic Pillar 4

## Events and Community



### Our Strategic Goal

Forge strong community connections and deliver compelling events that foster growth.



### Key Strategies

#### Best practice tennis events

- Work with Tennis Australia to deliver the Adelaide International as a must attend event for both players and patrons year on year
- Expand our local events, leagues, and pathways to offer top-tier experiences for both players and patrons throughout the state
- Deliver more tennis and better tennis experiences at The Drive

#### Diversified event offerings

- Secure a diverse range of concerts, events and functions at The Drive to provide unique patron experiences
- Integrate tennis into externally hosted events and activations, enticing more people to discover the sport firsthand
- Cultivate and facilitate diverse and inclusive tennis events to expand our audience reach

#### Community connection

- Redefine our communications strategy to connect more with our tennis community
- Develop comprehensive marketing campaigns to raise awareness of Tennis SA's programs, events and initiatives
- Enhance the visibility of our premier tennis offerings and athletes to engage a broader audience





# Strategic Pillar 5

## Organisational Culture



### Our Strategic Goal

Cultivate a best-practice organisational culture that nurtures excellence, collaboration and ongoing innovation.



### Key Strategies

#### Values and ethics

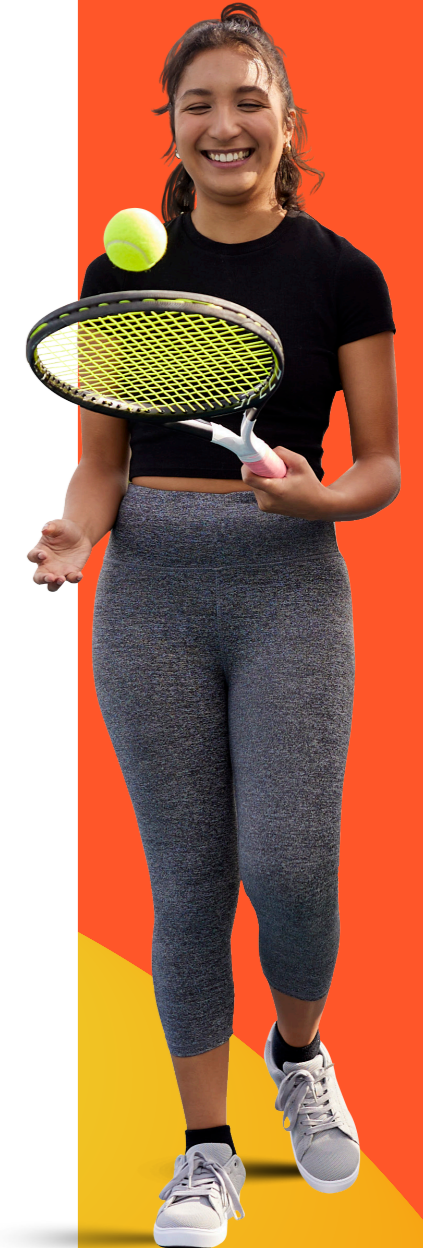
- Creating a clear and concise vision which provides direction and purpose to employees
- Our staff living the core values of imagination, collaboration, humility and excellence every day in all areas of work
- Always maintaining the highest level of professionalism and respect to support our tennis community

#### Diverse and agile workforce

- Commitment to providing ongoing tools and training to allow our workforce to thrive
- Actively promoting diversity and inclusion through training and initiatives that allow employees to feel respected and safe
- Providing skill and growth opportunities, setting clear pathways for continued development

#### Engagement and empowerment

- Provide open and honest communication platforms that allow employees to feel ownership and pride
- Encouraging a culture of adaptability and continuous improvement, where no idea is a bad idea and everyone is valued equally
- Effective leadership that models the desired culture, where leaders are approachable, supportive and aligned with Tennis SA's values





# At a Glance Strategic Priorities

2024–2027



### Participation Pathways

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- Club sustainability
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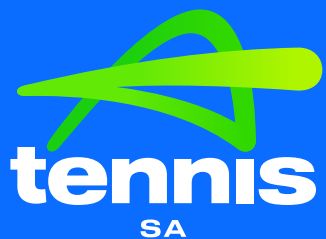


### Organisational Culture

- Values and ethics
- Diverse and agile workforce
- Engagement and empowerment







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