



2017 - 2022

A STRATEGIC FRAMEWORK FOR TENNIS IN NEW ZEALAND

TENNIS - ACCESSIBLE AND THRIVING



TENNIS IN NEW ZEALAND

This document is the strategic framework for tennis in New Zealand for the next four years. Tennis New Zealand has prepared operational plans with specific initiatives and targets which will be monitored and reported on.

It is an exciting but challenging time for tennis in New Zealand. Tennis faces a decline in participation alongside some other traditional sports. Responding to demographic shifts and busy lifestyles, the tennis community needs to work together on fresh approaches to spread the love of tennis around Aotearoa. We cannot ignore the slow but steady decline in participation.

A second major challenge for tennis is that 75% of those participating are not club members. Tennis needs new avenues for engaging these players and bringing commercial sustainability to the custodians of tennis facilities.

New approaches can be developed. Using consumer data, a better understanding of people's needs and motivations can inform new tennis offers. Digital technology is another opportunity and we already see the emergence of platforms for booking courts and finding partners.

Tennis NZ, with significant input from around the country, has developed this new strategic framework for 'Tennis in New Zealand'. This is

designed to engage the efforts of everyone involved in tennis; from clubs, coaches and diverse tennis communities, to our Affiliates, Associations and Regional bodies as well as Tennis NZ itself. The framework will also serve to engage with external stakeholders as we look for greater innovation and collaboration to develop the sport.

Many plans across the grassroots of tennis in New Zealand already reflect components of this framework. By working together on these priority goals over the coming years we can make more difference than by working alone.

Our last strategic plan focused on the rollout of national programmes such as Tennis Hot Shots, the coach development framework coach and community play at clubs. These are excellent foundations on which we can build for the future.

Tennis New Zealand's role is to lead and monitor progress against the strategic framework. This will involve directly developing and delivering national initiatives and playing a support and facilitation role with other tennis actors working on local priorities.

A NEED FOR CHANGE...

SPORT NZ INSIGHTS

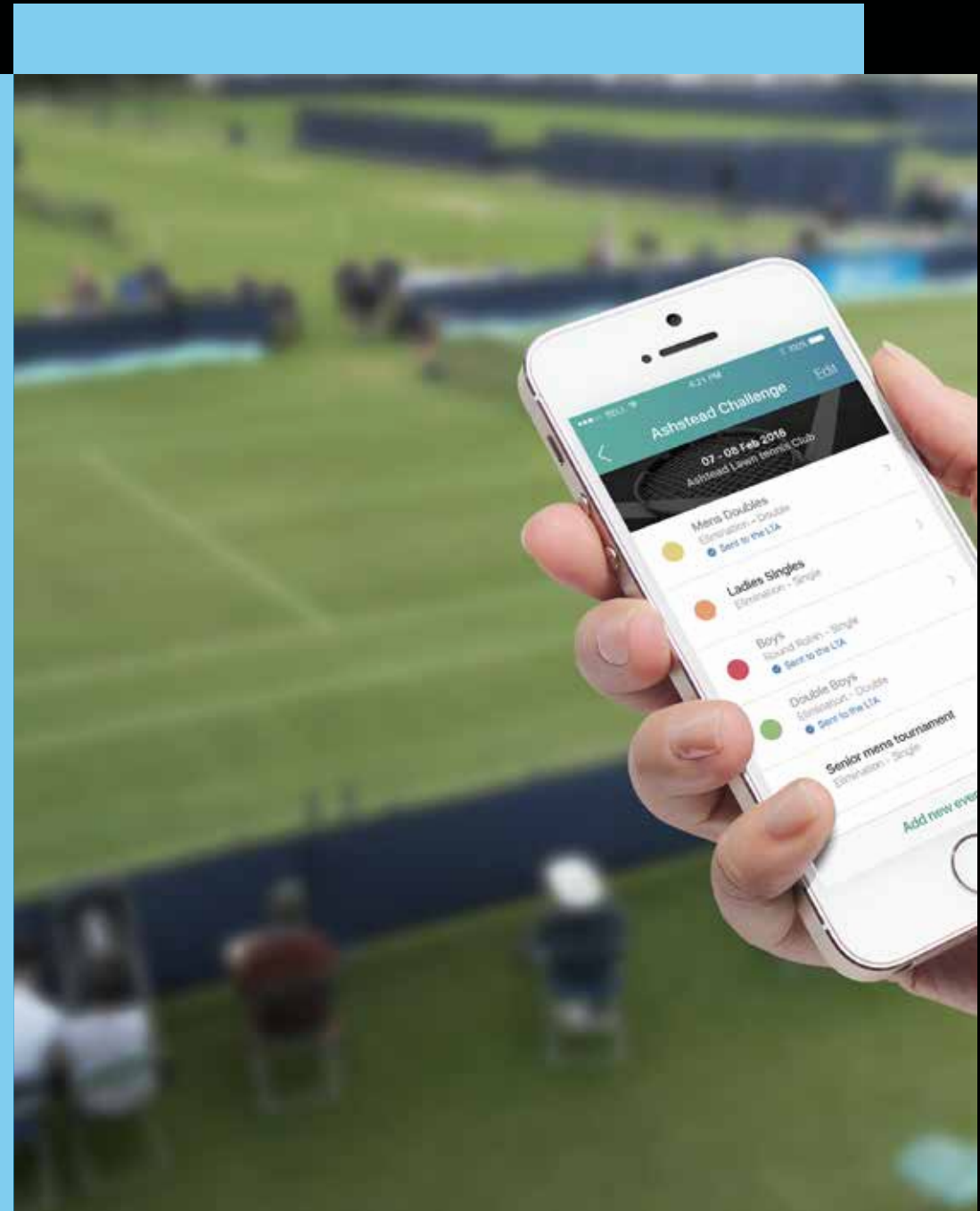
- Between 1997/98 and 2013/14 tennis participation has declined 45% with the biggest drop in young men
- In addition to time availability, barriers to playing include cost, others to play with, the need to be a club member and having tennis equipment
- Sports that are growing rate highly on fitness and convenience – participants rate tennis below average on these dimensions
- Of all tennis participants, 22% belong to a club
- Tennis participation is skewed to high income NZ Europeans

CLUB MEMBER INSIGHTS

- 90% of club members plan to re-join next year, but only 44% of new members are satisfied with their joining experience (Nielsen survey)
- Tennis is seen as having great coaches compared to other sports (Nielsen survey)
- 50% of lapsed members still play tennis and 80% want 'pay for play' options. 75% of club members support casual hire at off-peak times (Northern survey)

TENNIS COMMUNITY VIEWS

- Over 90% of clubs want to attract more players and 50% want to make court access easier for casuals
- 98% of clubs see an opportunity for stronger relationships with schools
- Over 80% of clubs want new ideas for membership options and social play formats and 50% are interested in greater collaboration between clubs



OUR VISION

TENNIS - ACCESSIBLE AND THRIVING

In order to achieve our vision, we will collectively pursue the outcomes and strategies in three key areas: **ENABLE, WIN AND SECURE.**

To achieve these outcomes, there must be alignment in the tennis community to ensure our sport is successful, strong and vibrant.

OUR MISSION

BUILDING COMMUNITY THROUGH TENNIS





OUR OBJECTIVES

Tennis New Zealand, working collectively with the tennis community, aims to achieve the outcomes described below. All of our work and monitoring of progress will be designed around fulfilment of these objectives.

ENABLE



Supporting Clubs and Communities to flourish through tennis

WIN



New Zealand players are winning on the international stage

SECURE



Tennis is a well-funded business and has a system that enables growth



OUR OBJECTIVES

ENABLE

Supporting Clubs and Communities to flourish through tennis

- Increased participation through high quality national programmes and competitions being delivered throughout our diverse communities
- Increased number and quality of coaches in our clubs and venues
- Venues and clubs are thriving providing quality experiences for all participants
- Tennis venues provide attractive accessible and flexible opportunities to a broad range of participants
- Successful partnering model with diverse cross section of deliverers

Tennis in New Zealand needs more modern and effective delivery that suits the changing needs of current and future participants. We support deliverers to do this by providing high quality and easy-to-access participation programmes, delivery systems, coach development opportunities and club support resources.



OUR OBJECTIVES

WIN New Zealand players are winning on the international stage

- A transparent and effective performance pathway supports the development of athletes
- The national competition structure is fit for purpose
- Increased quality and number of performance coaches available to our athletes
- Winning individual and team performances at both senior and junior level internationally

To succeed on the international stage, we need alignment of ambition and positivity in our culture. We need to fundamentally believe that high-level success and punching above our weight can and will become a reality for New Zealand once more. Our stakeholders will be committing to standards of excellence and hold each other accountable in this regard. Across our pathway, our best players spend more time together, more often.



OUR OBJECTIVES

SECURE

Tennis is a well-funded business and has a system that enables growth

- An efficient and effective tennis delivery system that delivers growth in our sport
- Tennis is successful in securing revenue from a range of different sources
- All delivery points in our sport are striving for organisational excellence
- Excellent relationships with key partners including ITF, Oceania, Government, TLA's, Tertiary, Grand Slam nations, Sport NZ
- Tennis has a year round visible profile in New Zealand
- National Facilities are fit for purpose and meet the needs of the community

To ensure we secure the future of Tennis in New Zealand, we need well-funded businesses and a support system that enables growth. We require strong governance and committed partners across the country and a clear understanding of the role and purpose for all of those working for the future of tennis. Excellent relationships and people focussed strategies are critical.