



ROLES AND RESPONSIBILITIES REVIEW

FINAL REPORT



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BACKGROUND

Why the review

The aim of the structural review for tennis in New Zealand is to identify the most effective and efficient way to organise ourselves to support the agreed Strategic Framework, while considering the roles, responsibilities and capabilities of the different entities involved.

The scope includes:

- Definition of the issues, risks and strengths of the existing delivery model and governance structure.
- Development of an optimal delivery model that represents the tennis market and governance structure, specifically considering current strengths and future needs to achieve our Strategic Framework. This will include a clear definition of the roles and responsibilities of the different tennis entities.
- Determine the changes required to support the agreed model and governance structure.
- All existing organisations (Tennis NZ, Regions, Associations, Clubs and Affiliates).

The delivery model and governance structure of tennis includes:

- The organisations/entities involved.
- The roles and responsibilities of these entities.
- Communication and engagement protocols, both formal and informal, necessary for the delivery model to function effectively.
- The governance structure required to support this.

Explaining the Recommendations

As a result of this review, the Working Group made six recommendations to the Tennis New Zealand Board. More detail on the recommendations can be found on page 12. The Tennis NZ Board did not accept the

recommendation that each Region and Association would have equal voting rights. The Board recommended that a working group be established to review both membership to Tennis NZ, voting rights and the affiliation system. All other recommendations were accepted.

Recommendations:

1. That the governing layers of Regions and Associations are simplified to represent current practice where Regions are essentially functioning as Associations
2. That Associations become members of Tennis NZ
3. That current Affiliates who represent specific special interest player groups remain members of Tennis NZ
4. That each Region, Association and Affiliate member have equal voting rights*
5. Regions will no longer be required to govern and provide support beyond their geographical Association boundary
6. Regions not operating as Associations are disestablished
7. A Regional Advisory Group is established to supersede the current CEO group
8. Ownership and management of regional facilities should be carefully considered
9. Tennis NZ should consider its role in the strategic vision of NZ tennis facilities
10. Regional facilities supporting Centres of Performance needs to be considered
11. Tennis NZ should increase its focus on directly supporting clubs and Associations
12. Tennis NZ must play a lead role in the marketing of tennis

*See opening paragraph for clarification on point 4.

STRATEGIC FRAMEWORK

Tennis in New Zealand Strategic Framework

The Roles and Responsibilities Review is done within the context of the Tennis in New Zealand Strategic Framework. The Strategic Framework was confirmed by the Tennis NZ Board in October 2017 and takes tennis through to 2022.



Our strategic objectives

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

APPROACH

The approach of the review focused on ensuring that recommendations were developed using the expertise and experience of the tennis community, while drawing on recent thinking in tennis and other sports internationally.

The process was led by Tennis NZ, with a Working Group representing tennis in New Zealand, supported by an independent facilitator. This group followed a two-stage process.

Stage 1

Stage 1 focused on developing a clear picture of the current state of tennis, particularly regarding actual and perceived roles and responsibilities of the different organisations. Supporting this picture was a view of the sport and social environment in New Zealand in which tennis operates, and the structure of various international tennis federations.

Stage 2

Stage 2 analysed the findings from Stage 1 and developed recommendations for changes to the delivery model and governance structure of tennis in New Zealand. These recommendations define specific standards/processes that will apply across tennis in New Zealand, and allow for significant regional variation as appropriate.

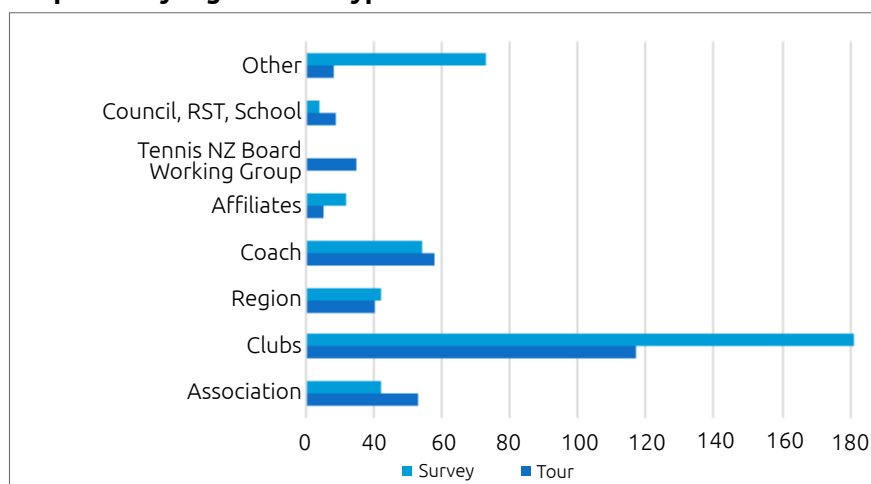
The tennis community view and consultation was developed as follows:

April – May 2018	Consultation Tour 19 sessions in 13 centres, with 225 attendees Survey to all tennis community 304 respondents
August 2018	Stage 1 Report circulated to all tennis community
September 2018	Stage 1 Report Consultation Survey to all Associations/Regions All respondents confirmed that the findings were an accurate reflection of tennis in New Zealand

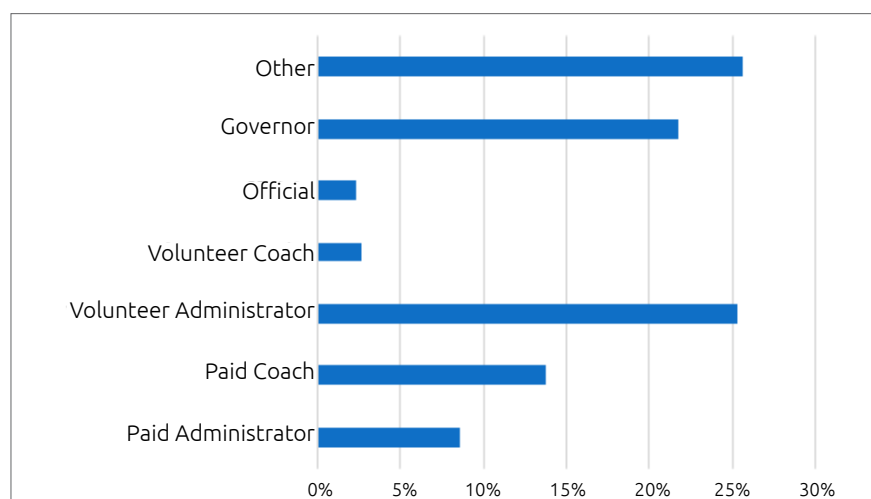
KEY FINDINGS

A summary of the key findings of stage 1 is contained here, with a full report available from the Tennis NZ website: www.tennis.kiwi.

Responses by organisation type



Responses by role (survey only)



Working Group

The review was conducted by a Working Group, selected by the Tennis NZ Board to represent the wider tennis community in New Zealand.

The Working Group met on three occasions and had a number of phone conferences and smaller group meetings.

Brent Robinson	CEO, Tennis Auckland Region (retired June 2018 – replaced by Marcus Reynolds)
Marcus Reynolds	CEO, Tennis Auckland Region
Jo Grimwood	Operations Manager, Tennis Southland Association
John Perry	Board member, Tennis Waikato Bays
Chris Bailey	Chair, Tennis Canterbury Region (retired July 2018 – replaced by Ian Douthwaite)
Leonie Dobbs	Board member, Tennis Central Region
Dale Harrison	Former Chair, Northcote Tennis Club
Lesley Ferkins	Board member, Tennis New Zealand
Jenny Fitzmaurice	Head of Participation & Coaching, Tennis New Zealand
Ross Morrison	Board member, Tennis Seniors
Julie Paterson	CEO, Tennis New Zealand
John Gardiner	Coach, Marlborough Tennis
Ian Douthwaite	Board member, Tennis Canterbury Region
Ivan Harré	Working Group Facilitator, Independent

Key Principles

The Working Group developed a set of key principles to guide the development of proposals for change.

- Attract great people to support tennis - boards, committees, staff and volunteers
- Share leadership across our system
- Invite commitment
- Tennis NZ facilitating not controlling
- Tennis NZ resourcing and guiding
- Share expertise, support the entities in our system
- Put effort into relationships
- Promote innovation, self-organising but with overarching guidance and frameworks
- A positive culture of accountability

CURRENT STRUCTURAL CHARACTERISTICS OF TENNIS IN NEW ZEALAND

This structure was formed in 2007 as a result of recommendations from the Maiden Committee report in February 2006. The six-region structure was formed to address identified areas of improvement, including alignment of constitutions, strategic planning and decision making. It was reported that the previous governing structure of Tennis NZ (including 25 independent Associations) had led to an overly fragmented administration. The current structure is detailed in Table 1. Statements in the Notes column have been validated by Regional representatives.

Table 1: Regional Landscape (2018)

REGIONS	ASSOCIATIONS	SUB ASSOCIATIONS	CLUBS	MEMBERS	NOTES
NORTHERN	Northern – Auckland’s North Shore (Region) Northland		49	5,195	Northern Region operates primarily on Auckland’s North Shore. Ad hoc communication and invitations for events are made to the Northland Association, otherwise Northland operates independently. The Northland Association services only the Whangarei metro area. The Northern Region and the Northland Association manage facilities
AUCKLAND	Auckland (the Region) Counties Tennis		57	8,483	Auckland Region is essentially a single Association region as Counties Manukau operates largely independently. Auckland Region manages multiple facilities.
WAIKATO BAYS	Waikato Thames Valley Tennis Eastern Bay of Plenty Western Bay of Plenty		54	5,598	Waikato Bays Region exists fundamentally on paper only. The Chairs of the Associations take turns to chair the Region and attend to compliance issues. The Associations operate completely independently. A trust in Waikato Thames Valley manages a facility.
CENTRAL	Wellington/Kapi Mana Taranaki Manawatu Wairarapa Hutt Valley Wanganui	North Taranaki South Taranaki	81	5,757	Central Region acts as an Association supporting the Wellington and Kapi Mana clubs, and fulfils regional responsibilities working with these Associations. In recent times Central has instigated meetings with the associations for collaboration and communication. Central is confirming an MOU to define its regional responsibilities. The Wellington Association still exists as the owner of the Renouf Centre. The Central Region manages the Renouf facility.
CANTERBURY	Canterbury (the Region) Nelson Bays Marlborough West Coast	Hurunui Ellesmere Mid Canterbury North Canterbury Malvern	116	7,510	The Canterbury Region is effectively the original Canterbury Association with a focus on metropolitan Christchurch, the rural Canterbury clubs are fairly autonomous as are all the Associations in the area. A trust owns the Christchurch facility, formerly owned by the Canterbury Association. Canterbury Region manages the Christchurch facility.
SOUTHERN	Southland Otago North Otago South Canterbury	Southern Lakes	63	1,775	Southern Region exists fundamentally on paper only, with compliance primarily managed by the Otago Association. The Associations in the area act completely independently. Otago and South Canterbury manage facilities.

OUTCOMES FROM STAGE 1

Stage 1 identified a set of findings and focus areas for recommendations (see below). The detailed report from Stage 1 (Tennis in New Zealand Roles and Responsibilities Review – Stage 1 Report, published 6 September 2018) is available from the Tennis NZ website www.tennis.kiwi.

Key Findings

- There's a general belief that tennis in New Zealand is not well aligned in terms of the inconsistent purpose and responsibilities of Regions and Associations, and that Tennis NZ needs to clarify this.
- Regions vary greatly in terms of alignment with their constitutional aims. Two Regions exist primarily as governance bodies only, with some coordination of regional competitions. The other four Regions primarily operate as Associations within their original geographical boundaries, with varying levels of engagement with Associations and Clubs within their membership.
- As a result of 2 above, there's inconsistent support and relationships between the Regions, their Associations and Clubs.
- The role of coaches and their relationship with their Clubs is sometimes in conflict. These relationships seem highly inconsistent and not always beneficial to tennis in general.
- The culture and some core tennis beliefs may present obstacles in maximising participation. Specifically, a perceived culture of 'exclusivity' was cited, and that tennis was not seen as accessible as other sports in New Zealand.
- Associations are struggling in some cases to show value to their Clubs. This is particularly pronounced in cases where an Association has facility responsibility.
- Membership and the change to casual play is a struggle for many Clubs, and even where it's believed to be important, implementation is challenging either because of conflicts with members or coaches and/or a lack of capability and tools.
- There's a need for a strategic approach to facility management across the country, both in understanding the purpose and ownership of large 'regional' (or Association) facilities, and in Club capacity. The role of Tennis NZ is considered central to a strategic approach to facility management.
- Promotion of tennis in New Zealand, and to improve the image and profile, were considered important, including national marketing of participation programmes.
- Capability toolkits would benefit Clubs and Associations – including aspects such as programme information, compliance, business models, marketing and administration.
- National programmes (Tennis Hot Shots, Cardio and Tennis Xpress) are well regarded, and should be better promoted and supported.
- International tennis federations all follow either a one- or two-tier structure between the national body and Clubs, reflective of the player base and geographical size. Management of coach development is centralised and tightly managed by the national body. There's a trend toward more centralisation of functions to the national body, from the regional bodies.



Focus Areas for Recommendations

The Working Group identified the following focus areas for developing recommendations based on the above findings.

- Regions - determine the future of Regions, both in terms of their functional and governance roles.
- Associations - clarify the expectations of Associations, especially considering their relationship with Tennis NZ and their Clubs, and in some cases their dual role as facility owners/managers.
- Governing layers - consider the need for both Regions and Associations, given that Regions are largely operating as Associations. Reconsider who the members of Tennis NZ need to be.
- Delivery models - consider the role of the different organisations (Tennis NZ, Regions, Associations and Clubs) in providing and developing new delivery and business models, consistency of approach across both tennis delivery models, and administrative and compliance activities.
- Affiliates - confirm the role of the Affiliate organisations, in relation to activities that Tennis NZ performs now and under the recommendations from this process, and their relationship with the Associations and Clubs.
- Marketing – work to collectively improve marketing, including consideration of the responsibilities of different organisations throughout the value chain/system. Resource the national marketing of participation programmes and focus on the image and profile of tennis in New Zealand.
- Facility management - define the different responsibility areas of facility management from strategy through to delivery, and consider the different organisational responsibilities many face.
- Coaches - restate the role of coaches in tennis in New Zealand, their responsibilities across the tennis value chain and their relationship with tennis Clubs and one another.
- Exclusivity and lack of accessibility – understand better the barriers to general participation in tennis and break down the perception of exclusivity.

WORKING GROUP RECOMMENDATIONS

Governance/Membership Structure

1. That the governing layers of Regions and Associations are simplified to represent current practice where Regions are essentially functioning as Associations.
2. That Associations become members of Tennis NZ. Given the challenge of constitutional change, it's recommended that:
 - Operational changes are implemented prior to governance changes.
 - Regions operating as Associations remain members of Tennis NZ. Whether this is affected by these Regions changing their constitution to become Associations, or that the Tennis NZ constitutions support both Associations and Regions as members is to be determined, but consideration must be given to ensuring these Regions are not commercially adversely affected by the change.
 - The process to determine the Regions that will remain members will include clear membership criteria and be managed by Tennis NZ.
3. That those current Affiliates (who represent specific special interest player groups) remain members of Tennis NZ (refer Table 2 below). This recognises that Tennis Coaches NZ and Tennis Umpires are not special interest player groups, rather they're part of the core function of Tennis NZ. Therefore, Tennis Coaches NZ and Tennis Umpires will no longer be members of Tennis NZ.
4. That each Region, Association and Affiliate member will have equal voting rights. However, consideration may be given to the relative sizes of the Regions and Associations and therefore the services they're able to offer their members.

Table 2 below sets out the recommended changes to Tennis NZ membership and resulting governance structure.

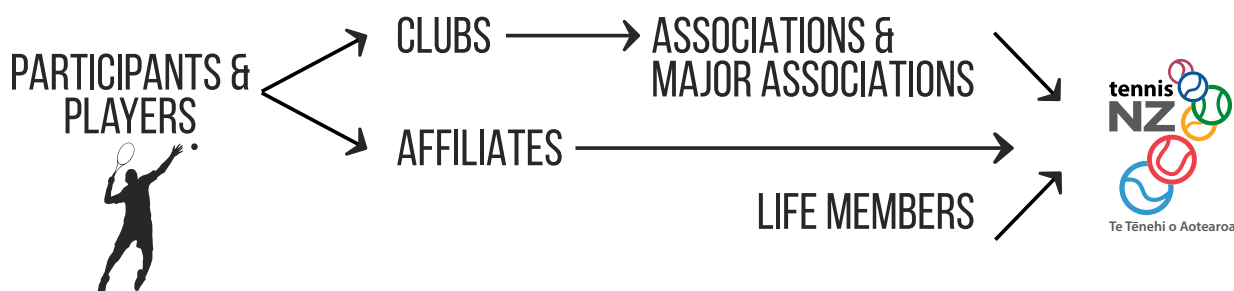
Table 2: Memberships

CURRENT (2019-20) TENNIS NZ MEMBERS	PROPOSED TENNIS NZ MEMBERS
Affiliates – Aotearoa Maori Tennis, Wheelchair Tennis, Tennis Seniors, IC Club, Tennis Coaches NZ, NZTUA	Affiliates – Aotearoa Maori Tennis, Wheelchair Tennis, Tennis Seniors, IC Club
Life Members	Life Members
Regions – Tennis Northern, Auckland, Waikato-Bays, Central, Canterbury, Southern	Any incorporated Region or Association with suitable geographical boundaries that supports criteria as defined in the Tennis NZ constitution

The reasoning for the proposed structure/model is based on the following:

- In defining issues, risks and strengths of the present model, the Working Group didn't identify a clear and substantive role to justify the continuance of Regions alone as members of Tennis NZ. Rather, it was clear that the Associations should also be included as governing partners.
- Associations as governing partners of Tennis NZ allows for cohesive relationships to be grown with Clubs primarily to build club capability.
- Tennis NZ members need to represent their local community and members.
- Organisations delivering tennis to communities need to be as geographically close as possible to their community to effectively support them.
- Organisations need to connect effectively and efficiently with Tennis NZ to promote, support and deliver national programmes in ways that are relevant to local needs.
- Equal voting rights will enable our sport to focus on making governance decisions in the best interests of tennis.
- Member organisations need to have clear purpose and role in the delivery of quality tennis experiences.
- Lastly, the Working Group considered the possibility, if Regions operating essentially as Associations today were to be reconstituted as Associations, then these larger Associations would have a special class of membership as Major Associations. This would reflect the additional services they provide, for example, indoor tennis facilities, supporting a Centre for Performance and so forth – this is reflected in the summary diagram below.

Consideration - the proposed structure will be more successful than historically, with technology enabling better communication.



WORKING GROUP RECOMMENDATIONS

(continued)

Regions

5. That Regions will no longer be required to govern and provide support beyond their geographical Association boundary, unless agreed with local Associations.
6. Regions that aren't operating as Associations (see above) would be disestablished.
7. Regional engagement with Tennis NZ (historically with regional CEOs) should continue, with the creation of a Regional Advisory Group to offer a voice for their nominated tennis community on strategic issues. This may be at regular meetings with Tennis NZ, and could be used as a conduit for the identification of larger geographical strategic issues and opportunities. The group would not be constituted, nor be a member of Tennis NZ. Representation would be through nomination by relevant Associations.

Regional Facilities

8. Ownership and management of regional facilities should be carefully considered, alongside the requirement of Associations to support, promote and grow tennis. Facilities need to be retained within tennis ownership but must also be viable and not drain resources from Associations – this may require a more independent ownership model or a move to professional facility management.
9. Tennis NZ should consider further its role in the strategic vision of tennis facilities in New Zealand.
10. Significance of regional facilities in supporting Centres of Performance (see 'Comments on performance' following) needs to be considered.

Association and Club Capability

11. Tennis NZ should increase its focus on direct support for Club and Association capability build. The recommended roles and responsibilities of each partner in the tennis system follows these partners must be supported to enable the effective delivery of the sport.

Marketing

12. Tennis NZ must play a lead role in both the marketing of the sport and the positioning of tennis as an accessible and economical sport open to a diverse range of participants. Associations and Clubs will be key in supporting this.

A note on Affiliates (recommendation 3)

Affiliates who are representative of special interest player groups will remain as members of Tennis NZ (Wheelchair Tennis, Tennis Seniors, Aotearoa Maori Tennis, IC Club).

Affiliates that were established to provide a support service to a specific sector (NZAUA and Tennis Coaches NZ) where that support is now provided by Tennis NZ, will no longer be members of Tennis NZ. Discussions are ongoing with both of these affiliates to establish what future role they may play.

Aotearoa Maori Tennis

During the creation of this final report, conversations have been held with Aotearoa Maori Tennis (AMTA). AMTA representatives were welcomed to the June 2019 Tennis NZ Board Meeting and the topics of discussion were on future relationships, partnership and the Memorandum of Understanding between Tennis NZ and Aotearoa Maori Tennis.

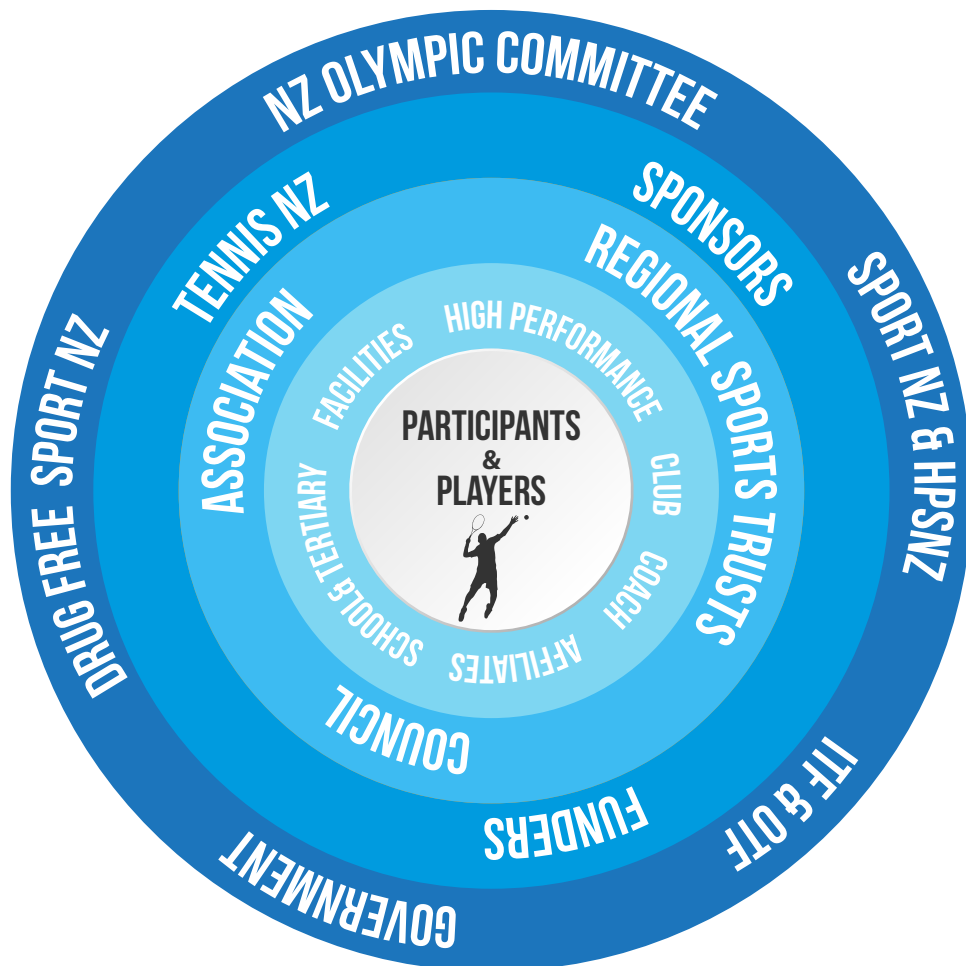
It was agreed that working closer together in the future will be beneficial to both parties, and that the Memorandum of Understanding be revitalised.



ROLES & RESPONSIBILITIES

This section summarises the recommended core roles and responsibilities of the different parts of the tennis system. A detailed roles and responsibilities matrix can be found in the Appendix.

The image below shows the layers of relationships within tennis. Please note, these layers are permeable, and not fixed.



RELATIONSHIPS

Affiliates representing specific player groups linked with Tennis NZ to achieve purpose

1. AMTA

Maori tennis began in the late 1880s with inter-Marae tennis competitions. In 1907, the Marumaru Cup was established in Whanganui, then in 1926, Sir Apirana Ngata founded the NZ Maori Lawn Tennis Association. Now known as the Aotearoa Maori Tennis Association Inc, Maori tennis players have made a significant contribution to tennis in Aotearoa.

AMTA offers Tikanga to Tennis NZ and the regions, advice on the customary systems that take place in international fixtures, support to regions involved in government and council lands and officiates over openings of clubs and facilities.

AMTA established the Nga Purapura Trust, with its principle objective 'to assist financially, outstanding young Maori tennis players and support entry into US university tennis scholarships'.

In 2006, AMTA published a book on the history of Maori tennis and has an informative website. Progress is ongoing, with the development of a book on Ruia Morrison.

In December 2018, AMTA hosted its 92nd annual Maori tennis championships and is presently organising logistics around its 100-year celebrations in 2026.

2. IC Club

The membership of ICNZ consists of past and present New Zealand players who have been highly ranked and invited to join. In addition, people who've given outstanding service to the international aspect of the sport have also been invited to join as Honorary Members. ICNZ was formed in 1956 and is one of 42 Clubs around the world that foster the spirit

of fair play through matches with other Clubs and fellowship amongst the membership. In recent years, the IC movement has developed a philanthropic vision of helping disadvantaged children learn life skills through tennis, and ICNZ intends to launch its programme in 2019.

3. Tennis Seniors

Tennis Seniors' objective is to increase playing opportunities and social interaction for all tennis players aged 35 years and over. The network of Senior Tennis Clubs provides tennis events for all levels year round. The national Tennis Seniors body organises and funds an annual National Age Group Individual Tennis Championship and a National Team Club Championship. It also selects teams to compete in the ITF World Seniors Team Championships and assists teams to compete in Australian national teams events. In 2018 there were 30 Senior Clubs and over 2,500 registered senior players over 35.

4. Wheelchair Tennis

NZ Wheelchair Tennis enables and encourages players to participate in wheelchair tennis. They collaborate with ParaFed to provide sports chairs so disabled people can have a go at the sport. They'd like to engage more with tennis coaches from across New Zealand to run clinics/programmes and have a go sessions. NZ Wheelchair Tennis holds two tournaments in New Zealand – an ITF Futures and a Development Tournament. Its current strategic focus is to grow the sport for New Zealanders, providing fun, social and competitive opportunities for all.

ROLES & RESPONSIBILITIES

Associations (and Remaining Regions)

Note: this section applies to all Associations and those Regions that are operating as Associations that will remain members of Tennis NZ. See earlier Recommendations for the proposed long-term status of Regions.

- Support and promote the use of Tennis NZ-developed participation programmes, tools and resources to their member Clubs, coaches and facility owners.
- Promote tennis participation to the community it serves using Tennis NZ and locally developed campaigns.
- Develop local participation programmes, in conjunction with member Clubs and facilities, to support the specific needs and opportunities of the local community.
- Organise interclub and other tennis competitions with member Clubs and collaborating Associations.
- Collaborate with neighbouring Associations to support the requirements to deliver teams and coaches for nationally sanctioned competitions.
- Develop and manage a facility plan for Association catchment to support capacity and capability needs, in line with the Tennis NZ national facilities framework.
- Ensure the coaching needs of the Clubs, schools and participants are met, including the number and capability, through a mix of professional and volunteer coaches.
- Manage relationships with schools for delivery of school-specific programmes, including coach-Club-school engagement. Manage key stakeholder relationships, including territorial authorities, regional sports trusts, commercial and trust funders.
- Manage a facility, including maintenance, funding and planning. This applies only to Associations with facility responsibility.

Clubs

- Deliver tennis experiences to all tennis participants utilising participation programmes, tools and resources developed and promoted by Tennis NZ and Associations
- Promote tennis participation to the community it serves using Tennis NZ, Association and locally developed campaigns.
- Contract a professional coach to support delivery of participation programmes and the individual needs of participants.
- Manage a facility, including maintenance, funding and facility planning.
- Manage relationship with local council, especially with respect to funding and facility activities.

Coaches

- Deliver tennis experiences using participation programmes, tools and resources developed and promoted by Tennis NZ.
- Promote tennis participation through venues and Clubs.
- Work within and support the Tennis NZ coach development, qualification and registration framework.
- Deliver against the Tennis NZ Performance system requirements.

Regional Advisory Group

- Represent a regional perspective on strategic issues and opportunities at regular meetings with Tennis NZ senior management team.
- Be a conduit and contact point for larger geographical communication.
- Be available to meet with the Tennis NZ CEO and other regional representatives on a regular basis.



Tennis NZ

- Develop, support and promote participation programmes, tools and resources to be used by Clubs, coaches, Affiliates and other tennis deliverers.
- Develop national tennis promotions that can be delivered by Clubs, Associations, Affiliates and others in the tennis community.
- Develop and deliver a national tournament programme.
- Manage key national and international stakeholders (Sport NZ, ITF etc).
- Support Associations in the management of regional stakeholders as required.
- Consider its role within the strategy, investment and sustainability of facilities around the country.
- Develop and administer a national coaching framework that includes qualifications, accreditation, registration and coach (professional and volunteer) development programmes.
- Develop and deliver a high-performance system and network.

Comment on performance

The performance approach to tennis in New Zealand is being considered. Principles that are guiding Performance thinking include:

- There should be a consistent model for performance development across the country.
- Centres for Performance should be accessible for performance participants. Ideally, these would be positioned at large indoor tennis facilities.
- Criteria for Centres for Performance will be established by Tennis NZ in association with the local delivery authority.
- Performance governance should be centralised and be the responsibility of Tennis NZ.

As this approach develops, it'll provide clarity of the different organisations' role in performance (Tennis NZ, Associations and coaches).

ENGAGEMENT PROTOCOLS

This section details (not exhaustively) the formal and semi-formal engagement that could occur between the different organisations. This may include forums, meetings, strategies and plans. This should be viewed as the glue between the different organisations.

TYPE OF ENGAGEMENT	PLAYERS/PARTICIPANTS	CLUB
NEWSLETTERS	Receive National, Regional, local, Affiliate, coach	Send own to players, members. Receive National, Regional, local
AGMS	Attend	Attend and organise
WEBSITES	Use National, Regional, local	Manage own. Use National, Regional, local
SOCIAL MEDIA	National, Regional, local	Manage own. Use National, Regional, local
DIRECT EMAIL	Receive National, Regional, local, Affiliate, coach	Send own to players, members. Receive National, Regional, local
CLUB MEETINGS	Attend	Organise, attend
CLUB FORUMS	Attend	Attend
CLUB WORKSHOPS		Attend
COACH CONTRACTS		Organise
COACH MEETINGS		Organise
COACH FORUMS		
PROFESSIONAL DEVELOPMENT		
REPORTING		Local, National
RST MEETINGS/ WORKSHOP		Attend
NATIONAL WORKSHOPS/ CONFERENCES		Attend
BOARD MEETINGS		Attend
SPORT NZ MEETINGS/ WORKSHOPS		



COACH	ASSOCIATION/REGION	AFFILIATES
Send own to players. Receive National, Regional, local, Affiliate	Send own to players, clubs. Receive National, local, Affiliate	Send own to players/ members. Receive National, Regional, local
	Attend and organise	Attend and organise
Manage own. Use National, Regional, local	Manage own. Use National, Club	Manage own. Use National, Club
Manage own. Use National, Regional, local	Manage own. Use National, Club	Manage own. Use National, Club
Send own to players. Receive National, Regional, local, Affiliate	Send own to players, Clubs. Receive National, local, Affiliate	Send own to players/ members. Receive National, Regional, local
Attend	Attend	
	Organise	
	Organise	
Organise		
Attend	Organise, attend	
Attend	Organise, attend	
Attend		
To Club, local, National	National	National
Attend	Attend, promote	
Attend	Attend, promote	Attend
	Attend	Attend
Attend where relevant		

CHANGE APPROACH

The change approach needs to consider three elements: communication, short-term changes and longer-term changes.

Communication

This report will be published and shared with the tennis community, including those who participated in the survey or forums, tennis Club committee members, regional and Association personnel, Affiliates, coaches and general tennis fans/followers. Sport New Zealand and regional sports trusts (RSTs) will also receive the findings.

There'll be an opportunity for dialogue with the community via submission of questions and, if necessary, an open Q&A webinar/phone conference.

Regular updates will be sent to groups within the tennis community regarding any action on topics that are specifically relevant to that group, for example, Clubs and coaches have been notified of online Club-Coach Relationship toolkit resources that were published in March 2019.

Short term

Tennis NZ is starting to work with Associations, focusing on addressing the current state of play, and improving capability, which in turn flows to improve club capability.

An Association Responsibilities self-assessment document is included in the Appendix.

This document is the starting point for all Associations to identify areas of success and improvement. Self-assessment allows for a localised approach to change, with support from Tennis NZ, RSTs and other organisations wrapped around Associations and Clubs.

Where Associations undertake this self-assessment, an update will be given to all Clubs within that Association, and subsequent meetings, outcomes or actions will be publicised to the Clubs and other local stakeholders.

RSTs will also be engaged in this process where available.

Medium to long term

Constitutional changes to support the inclusion of Associations as members of Tennis NZ are recommended within 12-18 months. These changes should include:

1. Adding Associations as a new membership class to the Tennis NZ constitution.
2. Developing a model constitution that Associations can adopt that aligns with the Tennis NZ constitution.
3. Determining the optimum approach for Regions that'll operate as Associations and will remain members of Tennis NZ. Options to consider are either:
 - Reconstituting these Regions as Associations.
 - Maintaining Regions as a class of membership of Tennis NZ and adjusting the Regions' constitutions to reflect their changed role.
 - Dissolution of Regions that don't operate as Associations should be enacted along with the constitutional changes above.

Criteria for which Regions remain will be clearly established by Tennis NZ, and reflect the objects and powers of their constitutions.

Management of these changes, including supporting individual Associations and Regions directly through the process, should rest with Tennis NZ and remain in place until all actions are complete.

Establishment of the Regional Advisory Group would be set up in parallel with the constitutional changes, replacing the existing Regional CEO Group.

THE FUTURE IS BRIGHT



Throughout the review consultation it was very evident that the tennis community recognised that to be successful, we must change what we have traditionally been doing. Change is most effective when we all embrace it; let's get the sport we love into the lives of all New Zealanders by supporting one another. If every volunteer, administrator, coach, player and fan can work together as a community, we truly have a chance of achieving the Tennis NZ vision of making tennis accessible and thriving. We want to help you, and we need your help as well.

Julie Paterson
Chief Executive
Tennis NZ

APPENDIX 1

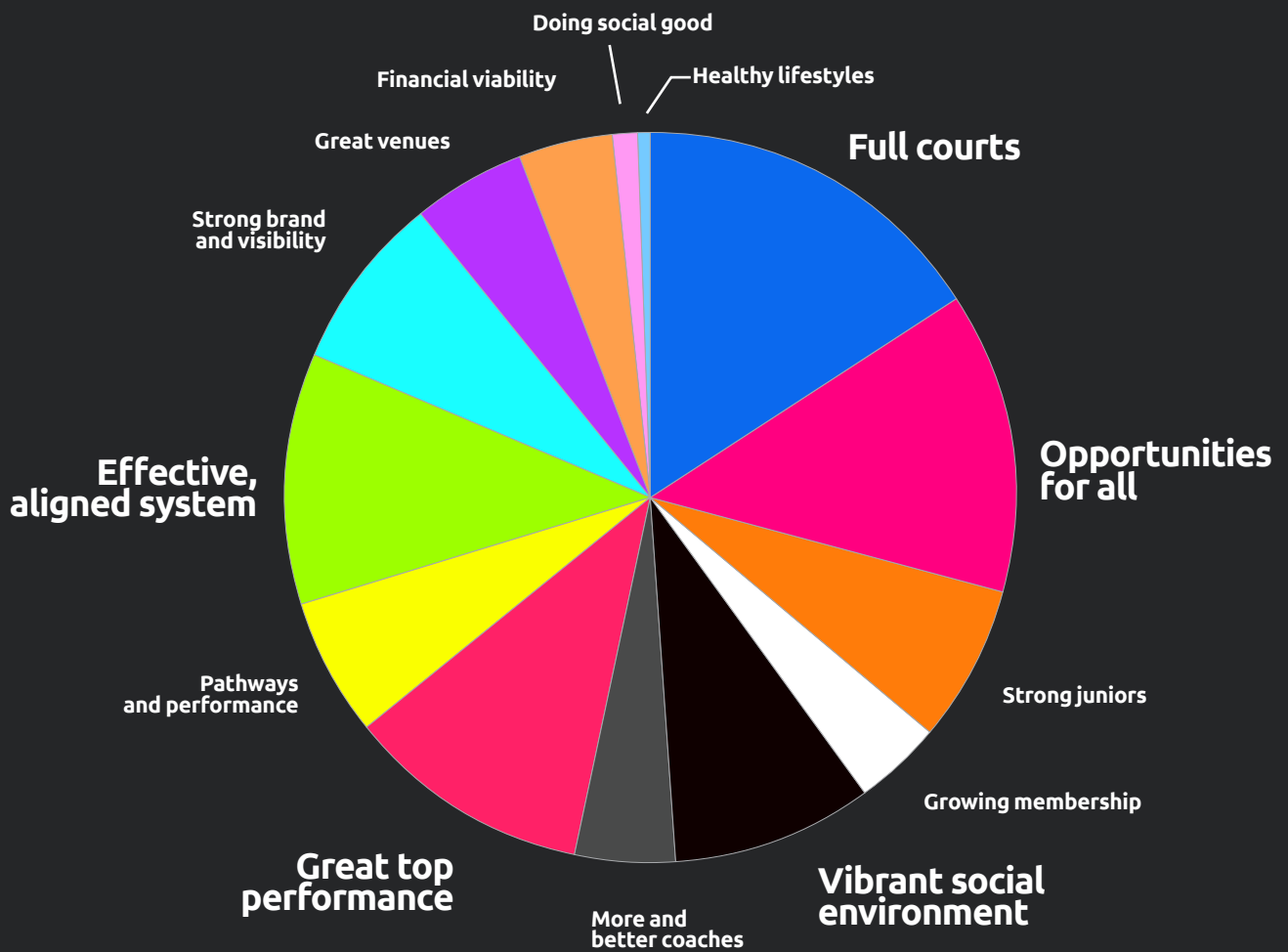
ASSOCIATION SELF ASSESSMENT MATRIX

Table 3: Roles and responsibilities self assessment matrix

RESPONSIBILITY	DESCRIPTION	N = NOT ACHIEVING W = WORKING ON IT A = ACHIEVING N/A = NOT APPLICABLE
INTERCLUB	<ul style="list-style-type: none"> Managing interclub for local area Providing an environment for a quality competitive experience Tailoring formats to suit user groups e.g. orange ball under 10, green ball under 12, short formats/alternative days to suit busy lifestyles 	
REPRESENTATIVE TEAMS	Collaborating with local clubs and coaches to organise senior and junior rep teams	
PROMOTION	Promoting tennis opportunities to non-playing local people	
TENNIS NZ ENGAGEMENT	Coach Development <ul style="list-style-type: none"> Planning professional development calendar for local area Organising coach forums Promoting and encouraging professional development to all types of coaches and volunteers National Programmes <ul style="list-style-type: none"> Advocating for and supporting delivery of Tennis Hot Shots, Cardio Tennis, Tennis Xpress to all clubs and coaches Arranging training opportunities for Tennis Hot Shots volunteers Technology (ClubSpark) <ul style="list-style-type: none"> Advocating for and supporting uptake of ClubSpark by local clubs and coaches Assisting in arranging training sessions/webinars for clubs and coaches National Promotion <ul style="list-style-type: none"> Supportive of any national promotion strategy or initiatives Club Capability <ul style="list-style-type: none"> Engaging with RST for club support Hosting regular club forums for learning and information sharing Ensuring clubs are aware of national policies, strategies, frameworks etc Performance <ul style="list-style-type: none"> Following recommendations of the national performance framework Liaising with local players, parents and coaches to provide suitable development opportunities 	
EVENTS	Organising community participation events for clubs, players and non-players	
TOURNAMENTS AND COMPETITIONS	Organising, promoting and running local tournaments and competitions suitable for all ages and standards of player	
LOCAL INITIATIVES AND STRATEGIES	Creating and Driving local initiatives and strategies based on demographics and market demand	
FACILITIES	Managing own facilities effectively	
AFFILIATE ENGAGEMENT	Linking with Tennis NZ Affiliates based on local demand for specialist offerings (particularly Wheelchair, Maori, Seniors)	
RELATIONSHIPS	Maintaining strong and productive relationships with clubs, Affiliates, Tennis NZ, funders, council, RST's and other key stakeholders	
GOOD BUSINESS PRACTICES	Funding <ul style="list-style-type: none"> Calendar creation Templates for applications Best practice Governance including roles and responsibilities, diversity, culture	

APPENDIX 2

WHAT DOES SUCCESS LOOK LIKE



The following was drawn from responses during the consultation and the survey.

- “Full courts.”
- “We are all on the same page and here for the good for the game.”
- “A culture change that supports casual access etc.”
- “Everyone owning a racquet and getting out.”
- “Influence of coaches on people’s whole lives, not just in tennis.”
- “Happy tennis players of all ages.”
- “More numbers through the ages – esp. for younger teenagers.”
- “New ways of getting into the game, especially for young people.”
- “We don’t have to reinvent the wheel all the time – can share ideas and best practice.”
- “Clubs bursting at the seams – and being great on and off the court places to be at socially .”
- “Families going together .”
- “People having a lifelong love of tennis.”
- “Facilities that aren’t deteriorating.”
- “Clubs working together.”
- “More competitive internationally.”
- “Fun, enjoyment in participating.”

APPENDIX 3

ROLES & RESPONSIBILITIES MATRIX

	ITEM	WHAT	TNZ	REGION	ASSOC	CLUB	COACH	
ENABLE	Participation Programmes (Tennis Hot Shots, Cardio Tennis, Tennis Xpress)	Licensing	Y					
		Sponsorship	Y					
		Development	Y					
		Marketing strategy	Y					
		Promotion to public	Y	Y	Y	Y	Y	
		Promotion to Club/Coach	Y	Y	Y			
		Education	Y					
		Delivery					Y	Y
		Registrations of coaches and clubs	Y					
		School links and promotion			Y	Y	Y	Y
		Delivery in schools					Y	Y
		Monitoring and evaluation of programmes and tools/resources	Y				Y	Y
	Coach Development	Licensing		Y				
		Framework Development		Y				
		Education development		Y				
		Administration and coach registration management		Y				
		Strategy leadership		Y				
		Promotion of opportunities, standards and policies		Y	Y	Y	Y	Y
		Education delivery		Y				
		Recruitment of Developers		Y				
		Calendar planning and coordination		Y	Y	Y		
		Venue booking		Y	Y	Y		
		Monitoring and evaluation of development opportunities		Y				Y
		HP coach development		Y				
		Coach forums		Y	Y	Y		
Development of minority coaching groups - females/young coaches/ inclusion specialists etc		Y						
Vetting		Y	Y	Y	Y			
Appointment/recruitment		Y	Y	Y	Y	Y		
Appointment/recruitment support		Y	Y	Y				
Develop volunteer coach programmes		Y						
Encourage volunteer coach development		Y	Y	Y	Y	Y		
Run volunteer coach development		Y						
Appoint coaches for junior national teams				Y				
Appoint coaches for regional/association teams				Y	Y			

ITEM	WHAT	TNZ	REGION	ASSOC	CLUB	COACH
Club Capability	Development of support projects	Y				
	Promotion of opportunities	Y	Y	Y		
	Workshop delivery	Y	Y			
	1-1 support	Y	Y	Y		
	Forums		Y	Y		
	Conferences	Y				
	Toolkit Development (best practice templates and case studies)	Y				
	Support use of Toolkit (planned and ad hoc support)		Y			
	Create TNZ Accredited Club framework	Y				
	Promote TNZ Accredited Club framework	Y	Y	Y		
	Administer TNZ Accredited Club framework	Y				
	Develop alternative business model concepts	Y		Y	Y	
	Volunteers	Y	Y	Y	Y	Y
	ClubSpark	Licensing	Y			
Development		Y				
Promotion to public		Y			Y	Y
Promotion to Club/Coach		Y	Y	Y		
Training/Education		Y				
Sponsorship		Y				
Events & tournaments	Calendar planning	Y	Y	Y	Y	Y
	Event sanctioning	Y				
	Promotion to public	Y	Y	Y	Y	Y
	Officials education	Y				
	Deliverer education	Y				
	Parent education	Y	Y	Y	Y	Y
	Player pathway development	Y				
	Monitoring and evaluation of tournaments/events	Y				
	Develop and define geographically regional tournaments/events	Y	Y	Y	Y	Y
	Deliver geographically regional tournaments		Y	Y	Y	Y
	Promote and support players for regional tournaments	Y	Y	Y		Y
	Deliver national tournaments	Y				
	Host national tournaments	Y	Y	Y	Y	
	Promote and support players for national tournaments	Y				Y
	Selection of rep players (Senior and Junior)		Y	Y		
	Develop and deliver local tournaments		Y	Y	Y	Y
	Organise Interclub		Y	Y		
Schools Tournaments	Y	Y	Y	Y	Y	
Multisport national/international events (eg World Masters Games)	Y					

	ITEM	WHAT	TNZ	REGION	ASSOC	CLUB	COACH
WIN	Players	Developing players	Y				Y
		Developing programmes	Y				Y
		Delivering programmes	Y	Y	Y		Y
		Selecting teams	Y				
		Selecting targeted athletes	Y				
		Player education	Y	Y	Y	Y	Y
		Parent education	Y	Y	Y	Y	Y
	Systems	Develop performance system and pathway	Y				
		Support performance system and pathway		Y	Y	Y	Y
	Coaches	Education	Y				
Selecting traveling coaches		Y					
SECURE	Facilities	National facilities framework developed	Y				
		Local facilities strategy (including mid and long term capacity and capability)	Y	Y	Y	Y	
		Facilities are managed effectively - local operations plan/maintenance plan		Y	Y	Y	
		Facility capability, development and branding	Y	Y	Y		
		Club/Facility collaboration	Y	Y	Y	Y	
		Provide and manage facilities		Y	Y	Y	
		Ensure facility is funded		Y	Y	Y	
	Policies	National policy development	Y				
		Naitonal policy implementation/delivery	Y	Y	Y	Y	Y
	Strategy	Develop strategy and planning framework	Y				
		Develop local strategy		Y	Y	Y	
		Develop local operational plans		Y	Y	Y	
	Marketing	Development of national marketing strategy	Y				
		Develop and execute national promotions	Y	Y	Y	Y	
		Execute local promotions as per national promotion strategy		Y	Y	Y	Y
	Relationships	Relationship with Government, funders, sponsors, partners	Y				
	Funding	Manage national funders	Y				
		Manage local funders		Y	Y	Y	
		Support funding process	Y	Y	Y	Y	Y

GENERAL

	ITEM	WHAT	TNZ	REGION	ASSOC	CLUB	COACH
GENERAL	Tools and Resources	Develop tools to aid clubs, coaches, associations and venues	Y				Y
	Affiliates	Relationship management	Y				Y
		Day to day working with affiliates	Y	Y	Y	Y	Y
		Affiliate support	Y				
	Relationships	Manage TLA's / Councils	Y	Y	Y		
		Support TLA management		Y	Y	Y	
		Sport New Zealand	Y				
		ITF	Y				
		Tennis Australia and other federations	Y				
		RST's	Y	Y	Y	Y	
		Other facilities/facility owners	Y	Y	Y	Y	Y
	Local initiatives	Private providers/facilities	Y	Y	Y	Y	Y
		Develop local initiatives		Y	Y	Y	
		Deliver local initiatives			Y	Y	Y
	Reporting	Report participation information to Tennis NZ	Y	Y	Y	Y	Y
	Support	In person/online/phone support for all tennis stakeholders	Y	Y	Y		





Te Tēnehi o Aotearoa

Phone: +64 9 528 5428 • Email: info@tennis.kiwi

www.tennis.kiwi