

TENNIS IN NEW ZEALAND

STRATEGIC FRAMEWORK
2023-2028



Te Tēnehi o Aotearoa





WELCOME

People, passion, and data have shaped this tennis in New Zealand strategic framework.

The future of tennis relies on a strong shared purpose, clear roles and responsibilities, and the quality and accessibility of the sport to all New Zealanders.

No matter what their role in tennis, everyone has a responsibility for its success within their own circle of influence.

This strategic framework highlights how the tennis community can work together on shared and relevant initiatives in a collaborative way.

How we got here

Tennis NZ has considered two significant factors:

1. Community feedback from the 2017 -2022 Framework and input on future priorities
2. The effects of Covid-19: New Zealanders were negatively impacted by lockdowns, travel,

and social restrictions meaning many tennis projects were delayed or even cancelled between 2020-2022

This has resulted in a 'refresh and refine' approach for the 2023-2028 strategic framework, meaning Tennis NZ can support the tennis community to:

- Build on what's working well
- Accelerate ideas that have potential
- Adjust, or let go of what wasn't working
- Introduce new priorities

What's been working well

- Tennis Hot Shots, Cardio Tennis, Tennis Xpress
- Coach Development Pathway
- National marketing strategies like Love Tennis
- International tournaments like Pro Tour, and ASB Classic
- Club support and operational toolkits
- ClubSpark and Book-A-Court
- Support for Billie Jean King Cup, Davis Cup, and Olympic athletes or potential athletes

What's being accelerated

- Professional Coach Register
- Officials' Development Pathway
- Participant Protection and Police Vetting Policies
- Performance tournament structure for players

What's new

- More youth-based initiatives
- Bi-cultural transformation journey in partnership with Aotearoa Māori Tennis
- National Database
- Better data and insights
- National digital systems infrastructure plan
- Work on IT platforms and policies sets tennis up well to handle requirements of the new Incorporated Societies Act

Thank you

As we look towards the future, we thank everyone across the game for your efforts and commitment to unite and inspire everyone to love and play tennis and in doing so make tennis a sport for all.

We will continue to diversify and educate our staff to deliver the

best outcomes for tennis and our community.

We look forward to working with you all to deliver our refreshed strategic framework for tennis in NZ and hope to see you all on court soon!



Terri-Ann Scorer
President Tennis NZ

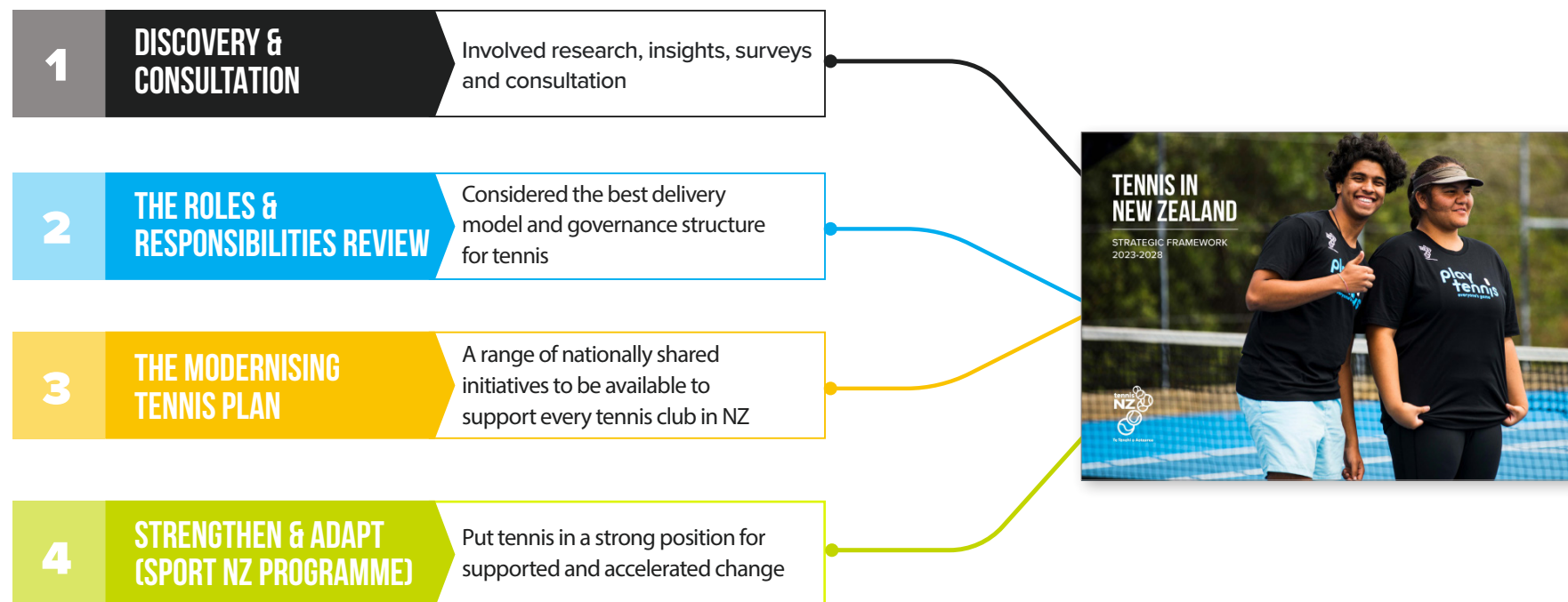


Julie Paterson
CEO



OUR JOURNEY

The journey to the 2023-2028 Strategic Framework has come from the following work.



NOTE: The Incorporated Societies Act 2022 will also impact all of us in the coming years:

- The previous legislation for Incorporated Societies dated back to 1908
- The new act requires organisations to have strong member record keeping systems. New constitutions can be simpler but must have clear dispute resolution processes
- Re-registration under the new act is required to happen by April 2026
- Sport New Zealand is engaging with the Companies Office to make re-registration as simple as possible. Tennis New Zealand will deliver templates for tennis clubs
- Many initiatives in this plan are already underway and will make it easy for the tennis community to comply with the requirements of the new Act

A STRATEGIC FRAMEWORK FOR TENNIS IN NZ

OUR VISION

Tennis is accessible
and thriving

OUR PURPOSE

Building community
through tennis

STRATEGIC PILLARS



GROW

Support stakeholders
to deliver quality and
accessible experiences



CONNECT

New and diverse
communities to tennis



WIN

On the international stage



ENABLE

The tennis community to
support growth

KEY TARGETS

60%

of clubs with 50 or more
members achieve minimum
standard in the Club
Recognition Programme

65,000

Tennis Hot Shots
participants

Top 100

NZ professional players
will be ranked in the top
100 singles and top 10
doubles

6%

combined growth of
national participation and
membership year on year by
2028

Pillar GROW



Support stakeholders to deliver quality and accessible experiences

TENNIS NZ WILL

Provide

- ▶ National Participation Programmes
– Hot Shots, Cardio Tennis, Tennis Xpress
- ▶ A world-class coach development pathway

Develop

- ▶ New and relevant youth-based initiatives
- ▶ A bi-cultural transformation journey to grow Māori engagement (In partnership with Aotearoa Māori Tennis)

Manage

- ▶ A professional coaches register
- ▶ An officials' development pathway
- ▶ The national Tennis Participant Protection Policy, Child Protection Policy, and police vetting service

SO THAT REGIONS, AFFILIATES & ASSOCIATIONS

- ▶ Clubs, coaches, and facilities to deliver National Participation Programmes
- ▶ Prioritise the ongoing development and promotion of local coaches and officials
- ▶ Feel confident to implement a localised youth strategy
- ▶ Understand how to work closely with local Māori to co-design programmes and initiatives
- ▶ Ensure all coaches are registered
- ▶ Ensure all relevant people meet Tennis Participant Protection and police vetting requirements

SO THAT CLUBS CAN

- ▶ Deliver national programmes that focus on growing a diverse market including youth and Māori
- ▶ Contract qualified coaches who are aligned with the coach register
- ▶ Create a safe tennis environment through 100% compliance with Participant Protection and police vetting policies



Pillar CONNECT



New and diverse communities to tennis

TENNIS NZ WILL

Provide

- ▶ Resources, toolkits and expertise to grow capability across the tennis network
- ▶ National marketing strategies including Love Tennis
- ▶ International tournaments that are enhanced through community engagement

SO THAT REGIONS, AFFILIATES & ASSOCIATIONS

- ▶ Support clubs to deliver national marketing campaigns
- ▶ Align communications and messaging to the Tennis in NZ brand strategy; telling the stories of those who play and interact with the sport across all levels

SO THAT CLUBS CAN

- ▶ Use national marketing campaigns to promote and support the growth of tennis within their community



Pillar WIN



On the international stage

TENNIS NZ WILL

Manage

- ▶ A performance tournament structure that gives athletes and officials the right development opportunities
- ▶ A connected high-performance system, with excellent communication channels between athletes, coaches and support staff

Provide

- ▶ Appropriate level support to Davis and Billie Jean King Cup team members, and 2024 and potential 2028 & 2032 Olympic athletes
- ▶ An Athlete Development Programme focused on well-being and integrity, underpinned by first-rate communication

SO THAT REGIONS, AFFILIATES & ASSOCIATIONS

- ▶ Provide relevant development opportunities for athletes and officials
- ▶ Align performance programmes, systems, coaches, and athletes to the national system
- ▶ Provide a robust, fully formed, modern and aligned local pathway for athletes

SO THAT CLUBS CAN

- ▶ Develop local athletes, coaches, and officials who have multiple opportunities to progress to regional and national programmes



Pillar ENABLE



Access to systems, tools and facilities that enable growth

TENNIS NZ WILL

Provide

- ▶ ClubSpark and Book-A-Court.
- ▶ A National Database with portal access for partners
- ▶ World-class high-performance systems that aid athletes, coaches and support staff
- ▶ Tools for smart data and reliable insight analysis
- ▶ A national facility framework
- ▶ Facilities advocacy and support

Develop

- ▶ A national digital systems infrastructure plan

SO THAT REGIONS, AFFILIATES & ASSOCIATIONS

- ▶ Support the implementation of national IT platforms (ClubSpark, Book-a-Court, World Tennis Number etc.) across clubs
- ▶ Feel confident using the national database in order to provide support and guidance to local networks
- ▶ Support Tennis NZ in capturing data and insights relevant to their region or association
- ▶ Manage and deliver sustainable local facility strategies

SO THAT CLUBS CAN

- ▶ Use national IT systems to reduce overheads, streamline administration and make tennis more accessible to all participants
- ▶ Manage a sustainable club facility that aligns with regional strategies



THE FUTURE OF TENNIS

No one can predict the future, but techniques such as horizon scanning can help us understand and assess early signs of change that could disrupt tennis unexpectedly. These disruptions could be negative (such as global pandemics) or positive (such as technology advancements).

To remain relevant, tennis must be aware of, and able to adapt to potential societal, environmental or economic disruptions.

For expertise in horizon scanning, we look to dedicated organisations locally (like Sport NZ), and globally (like Clearinghouse for Sport).

Some 'mega trends' include:

New Pathways to Sport

For example:

- Commitment-free physical activity, that you can do whenever you like
- Technology-enabled exercise and competition
- Moving away from intense competition to social, inclusive and joy-based activity

In this trend, tennis considerations might include:

- Alternative forms of tennis, like Padel and Pickleball
- Esports
- World Tennis Number

Societal Trends

For example:

- Gender gap
- Abilities gap
- Generation gap
- Cultural gap

In this trend, tennis considerations might include:

- Bi-culturalism and multi-culturalism
- Transgender participation in tennis
- Changing traditions, such as white clothing

Safety, Sustainability, and Inclusivity

For example:

- Inclusive behaviours and environments
- Safety and integrity including accountability and advocacy
- Environmental sustainability
- Financial sustainability

In this trend, tennis considerations might include:

- Incorporated Societies Act
- Diverse tennis clubs that reflect their community
- Police vetting and participant protection policies
- Paid staff at tennis clubs
- Insurance, sinking funds, facilities planning
- Betting legislation and changes to funding from territorial authorities and Class 4 gaming
- Domestic cost of living

Global uncertainty

For example:

- Geopolitical tensions
- Climate change
- Disease outbreaks

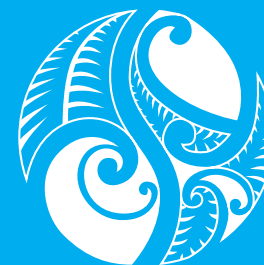
In this trend, tennis considerations might include:

- Impact of political pressure on international tournaments and teams
- Facilities at risk of continued climate challenges
- Travel or participation restrictions due to pandemics



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We are all in this together



For more information and resources contact:

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