

2015 Tennis Strategy

Hutt Valley Tennis Incorporated

Vision: More people, more tennis - tennis nation.

Mission: Promote, grow and manage Hutt Valley tennis.

Highlights:

- Sustainable growth is our goal
- Clubs are our primary focus
- Clubs working together for overall health
- Hutt Valley Tennis championing Hutt Valley Tennis
- Players reaching goals and seeing clear development pathways
- Club coaches achieving personal and business success
- Appointment of a Game Development Officer
- Fit for purpose facilities
- Working closer with Schools to see tennis part of the PE curriculum
- Recognition of our volunteers for all that they do
- Promotion, advertising, articles and website
- Better key stakeholder engagement

1. PARTICIPATION GROWTH

Promote game development and growth through attracting and retaining more players.

Initiatives:

- Support clubs to build capability and aim for sustainability
- Support clubs to grow or maintain membership
- Provide quality playing opportunities for seniors and juniors
- Develop “pay to play” options but ensure initiatives are used as an entry to the club system
- Grow school player participation across with structured conversion to Clubs
- Develop a coaching plan in an aim to support/grow the HVT Club/Coach relationships
- Develop a media/advertising plan to help promote tennis through the Hutt Valley

1. Participation/Growth		
Strategic Priorities <i>Focus of our plan and efforts</i>	Strategic Initiatives <i>Actions that we will continue, modify or introduce to achieve our goals and objectives</i>	Key Performance Indicators <i>Quantitative and qualitative measures that we will use to judge the extent to which we have achieved our intentions/goals</i>
Promote the development and growth of the game through attracting and retaining more players	Actively support Clubs to build capability and achieve sustainability	<p>Make available an online club information pack that guides officials on club leadership, record keeping, financial management, funding and member services (Enter Date)</p> <p>Ensure clubs understand HVT resource availability to support their development and sustainability (Enter Date)</p> <p>Game Development Manager to agree with each HVT affiliated Club an appropriate HVT support programme (Annually)</p>
	Active engagement with and support for Clubs towards stable or growing membership by encouraging a full suite of club tennis programmes and contemporary membership models	<p>(Enter %) of Clubs have received the tools necessary and have an activated membership growth and retention strategy (Enter Date)</p> <p>(Enter %) of Clubs have a long-term financial plan (Enter Date)</p> <p>In partnership with Tennis NZ conduct research into future club membership modelling (Enter Date) and pilot identified strategies with selected clubs</p>
	Increase opportunities for ‘pay to play’ tennis	<p>Educate Clubs on benefits of ‘pay to play’ for membership promotion (Enter Date)</p> <p>Pilot initiatives enabling new players to access the game through both Club and Mitchell Park facilities</p> <ul style="list-style-type: none"> • Adult beginner programmes • Tennis Leagues • Cardio Tennis
	Provide quality affiliated senior, junior interclub competitions	Annual review of Senior and Junior Interclub to ensure optimum delivery. (Club Forum)
	Provide quality tournament and event structures for senior and junior	<p>Delivery of the following tournaments:</p> <ul style="list-style-type: none"> • 3 HVT Junior Open

	competitions at Mitchell Park Facilities	<ul style="list-style-type: none"> • 1 HVTA Open • 1 HVTA Senior/Vets • 2 Hot Shot Events • 1 Parent/Child • Champion of Champions <p>Delivery of the following competitions:</p> <ul style="list-style-type: none"> • Pre/post Xmas Presidents grade • Friday morning club tennis • Wednesday midweek ladies • Winter singles & doubles leagues <p>Delivery of business house competitions:</p> <ul style="list-style-type: none"> • Wednesday competition • Thursday competition <p>Delivery of the following HVTA rep events:</p> <ul style="list-style-type: none"> • Bob Brown challenge • Tasman challenge • Primary Schools • Secondary Schools <p>Delivery of the following private events:</p> <ul style="list-style-type: none"> • Annual Hutt Hospital/GNS fun tournament • Holiday junior tennis programmes
	Aim to run sustainable profitable Tennis events on behalf of the HVTA.	<p>Conduct review of volunteer and facility operator capacity to run current suite of tournaments/events successfully. (Enter Date)</p> <p>Publish capacity findings and make recommendations for sustainable growth. Eg. recruitment, training or sub-contract. (Enter Date)</p>
	Provide quality access to the sport for Primary School children	<p>HVTA Hot Shot programme in schools administration</p> <p>At least (x number) of HVT school participants in the Hot Shots schools programme (Annually)</p> <p>Identify, promote and facilitate “Hot Shots” club programmes, enable seamless transition from in-school experience (Enter Date)</p> <p>Clubs and Mitchell Park to host Hot Shot Tournaments and target 500 entries per year (Enter Date)</p> <p>Clubs to allow nearby schools to utilise facilities (Enter Date)</p>
	Grow tennis participation at Secondary Schools	<p>Document current HVT schools list and tennis playing statistics. (Enter Date)</p> <p>Utilise any Tennis NZ secondary schools project material and look to develop a participation plan for HVT Secondary Schools. (Enter Date)</p> <p>Target schools tennis programme currently run by college sport and look -at how to improve. (Enter Date)</p>
Create greater awareness of Tennis in Hutt Valley. Promote facilities, programmes, clubs,	Develop a marketing and advertising plan to publicise Tennis across the Hutt Valley	<p>Create new HVT brand livery:</p> <ul style="list-style-type: none"> • HVT Logo (Enter Date) • Collateral (Enter Date)

<p>schools and coaching businesses.</p>		<p>Publish an advertising plan for:</p> <ul style="list-style-type: none"> • HVT Clubs (Enter Date) • Mitchell Park Facility (Enter Date) <p>At least (Enter number) adverts/articles placed in local papers and schools newsletters for HVT Clubs</p> <p>At least (Enter number) adverts placed in local papers for Mitchell Park facility</p>
	<p>Conduct an audit of club and Mitchell Park facility signage to ensure surrounding communities know of facilities and locations</p>	<p>Publish a recommended signage plan for clubs and Mitchell Park facilities</p>
	<p>Design, develop and publish a new fit for purpose HVTA website with integrated court booking system</p>	<p>Publish a new HVTA website (Enter Date)</p> <p>Clubs and subscribers to be notified of new content updates to website (Enter Date)</p>

2. CAPABILITY

Enable our clubs, coaches, players and volunteers to grow and develop to their full potential/aspirations

Initiatives:

- Conduct health check of clubs in an aim to document an 'ideal' Hutt Valley Club model
- Support volunteers to fulfil their roles and achieve their tennis goals
- Enhance development pathways for players to achieve their tennis playing goals
- Ensure availability of accredited professional coaching services to maximize players potential
- Provide access to continuous development and mentoring to coaches at all levels
- Increase the number of tournament operators and umpires

2. Capability		
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Enable players, coaches, clubs and HVT volunteers to have the opportunity to grow and develop their full potential	Conduct a health check of Clubs and HVTA volunteers. Identify opportunities to improve organisational and operational capability	Complete Club health check for directly affiliated Clubs (Enter Date) Review HVT governance and management structures (Enter Date) Review HVTA management committee roles and seek to appoint volunteers to positions vacant or to be established (Enter Date)
	Support Association and Club volunteers and officials to enhance their capacity to fulfil their roles effectively and efficiently	Provide at least two training events annually that enhance the knowledge and skills of office holders (Enter Date) Establish a club mentoring programme for new officials and new coaches (Enter Date) Host a Club President/Club Captain's Forum annually that collaboratively address issues of common interest for Clubs (Enter Date) Publish a library of helpful club documents such as a club constitution, membership forms, coach agreements, club office holders to website for easy affiliated member access (Enter Date) Publish a list of recommended club software applications, suppliers and trusted contacts (Enter Date) Recognise HVT volunteer and Club achievements through awards presentations (Enter Date)
	Ensure availability of clear development pathways for players to achieve their tennis playing goals	Every affiliated player to have access to professional coaching services Establish a HVTA junior performance programme to help players and coaches reach their full tennis potential

		<p>Announce the intention for HVTA to establish a junior performance academy (Enter Date)</p> <p>Seek independent Tennis NZ advice to draft model options (Enter Date)</p> <p>Host HVTA coach forum(s) to discuss model options/ideas/preferences (Enter Date)</p> <p>After year one the academy is supported by (Enter %) of local coaching businesses and attended by (Enter %) of top 8 HVTA players in 10's, 12's, 14's and 16's.</p> <p>Review academy performance and set new performance targets (Enter Date)</p>
	Ensure availability of clear development pathways and support for coaches	<p>Adoption of current Tennis NZ coaching pathways/development structure. Post on website (Enter Date)</p> <p>Delivery of Tennis NZ community coach course at Mitchell Park (Enter Date)</p> <p>Establish a HVTA coach advisor position. Advisor to run at least (Insert number) 'coach the coaches' seminars per year</p>
	Increase number of qualified HVTA umpires and tournament officials	<p>Delivery of one training event with the Tennis New Zealand Umpires Association (Enter Date)</p> <p>Provide access to prospective umpires and officials to access training material online (Enter Date)</p>

3. FINANCIAL SUSTAINABILITY

Establish a sustainable “Business as Usual” financial model underpinned by secure revenue streams and investigate long-term preferred operational models

- Develop medium term business and financial plans to ensure sustainable financial performance through 2016-2020
- Develop and implement commercial strategies to provide new revenue streams and increased profitability
- Establish new paid staff role(s) to deliver the Game Development and Capability strategies
- Identify the optimum development and operational plan for Mitchell Park

3. Financial Sustainability		
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Establish a sustainable "Business as Usual" financial model underpinned by secure revenue streams	Ensure HVTA has a suitable short term financial plan to sustain HVTA through 2015-2016	Document a two year business plan with a commercially sustainable operational model for Mitchell Park facilities (Enter Date) Document an asset management / capital development plan (Enter Date)
	Ensure HVTA has a suitable medium term financial plan post Mitchell Park Squash move to sustain HVTA through 2017-2022	Document a five year business plan with a commercially sustainable operational model for Mitchell Park facilities (Enter Date)
	Ensure HVT has commercial plan to identify, develop and implement new revenue streams and increased profitability. • Sponsorship • Grants • Tournaments and Events • Coaching • Partnerships • Membership • Technology options	Complete a commercial plan with targets set for each revenue stream (Enter Date) Investigate options of an online booking system / programme management system and implement (Enter Date)
	Retain and enhance staff/volunteers to deliver the Game Development and Performance roles	Aim to employ Game Development Officer. Target funding via grant organisations. (Enter Date) Advisory roles to be retained via targeted self-funded plans (Enter Date)
Establish a sustainable financial club model for use by affiliated clubs	Ensure HVT has a club based financial plan template for clubs to use as an information reference. Plan to reference: • Membership • Affiliation Fees • Insurance • Accounts • Auditing • Sustainability • Rent/Rates • GST • Sponsorship • Grants • Tournaments, Events • Coaching • Partnerships	Publish financial plan on HVT website for member affiliated clubs to access. (Enter Date)
Investigate preferred long-term alternative operational models for HVT	Using current trends forecast sport status in 5 years to produce a 'fit for	Publish and release forecast to member clubs (Enter Date)

	purpose' operational model for the sport.	
	Based on roll-out of strategic plan forecast sport status in 5 years to produce a 'fit for purpose' operational model for the sport.	Publish and release forecast to member clubs (Enter Date)
Provide new funding for HVTA personnel, Mitchell Park maintenance & repairs plus representative team costs	Recruit a volunteer to lead HVT fundraising and community (gaming) trust activity and develop a funding priority plan that takes club activity into consideration	Appointment of fundraising volunteer (Enter Date) Publish HVTA funding priorities (Enter Date) Mitchell Park Courts 1-4 replacement (Enter Date) New representative team uniforms (Enter Date) Representative team travel costs and coach support (Enter Date)

4. FACILITIES & INFRASTRUCTURE

Ensure the Hutt Valley has fit for purpose facilities to support participation and performance tennis activity.

- Review Tennis Club Health Check project captures important club facility information
- Ensure the Mitchell Park facility development work results in a sustainable, fit for purpose solution
- Develop a plan for association, club and public tennis facilities needed to provide for the game for the next 20 years
- Information sharing to assist club development work

4. Facilities & Infrastructure		
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Ensure HVT has fit for purpose facilities to support participation and performance across the region	Ensure Mitchell Park facility is fit for purpose to support HVT membership growth aspirations and public use.	Establish steering group and report findings, plans on proposed Mitchell Park building alterations to HVT Committee. (Enter Date) Establish a facilities maintenance plan for Mitchell Park (Enter Date) Prioritise maintenance tasks taking into account potential building, redesign work (Enter Date)
	Develop a plan, of association, club and public tennis facilities needed to provide for the game for the next 20 years to enable external funders to invest confidently in the game	Develop a Hutt Valley Tennis Facilities Plan (Enter Date) Identify key club projects that exceed \$20k (Enter Date)
	Prepare a report on court surface type outlining the advantages, disadvantages, costs and respective suppliers for club reference.	Write document and publish on association website. (Enter Date)
	Make a report available to clubs outlining suppliers where they can access court equipment, building supplies required to successfully run their clubs.	Publish information on HVT Association website. (Enter Date)
	Ensure facilities meet the needs of players/coaches outlined in section 3 'Capability'.	Discuss installation of 4 hardcourts at Mitchell Park site to meet needs of delivery a performance based tennis programme.
	Develop a plan for the facility to be multi-use.	Potential users of the facility are approached and a partnership developed.

5. STAKEHOLDER ENGAGEMENT

Build effective stakeholder engagement with internal and external stakeholders.

- Develop an internal stakeholder engagement strategy to enhance communication with Clubs, members and players
- Develop an external stakeholder strategy to strengthen relationships outside the tennis community
- Aim to align strategy and development pathways with respective Tennis NZ and Tennis Central plans

5. Stakeholder Relationships		
Strategic Priorities <i>Focus of our plan and efforts</i>	Strategic Initiatives <i>Actions that we will continue, modify or introduce to achieve our goals and objectives</i>	Key Performance Indicators <i>Quantitative and qualitative measures that we will use to judge the extent to which we have achieved our intentions/goals</i>
Build effective stakeholder engagement amongst HVT family and with external stakeholders. Leverage opportunities and maintain open and transparent communication.	Develop an internal stakeholder engagement plan to enhance communication with clubs, members, and tennis players throughout the region	Invite clubs to attend an annual forum to discuss any club matters from Interclub to constitution matters (Enter Date) Publish (Enter %) club news and member information on HVT website (Enter %) of affiliated clubs using Promato database (Enter Date) Maintain an accurate court usage system to accurately monitor players 'paying to play' across association (Enter Date)
	Develop an external stakeholder communication plan to strengthen HVT relationships with external organisations	Establish a regular structured contact programme with Hutt City Council to review or discuss matters arising. (Enter Date) Agree and define working relationship with Tennis Central including Hot Shot Tennis activity (Enter Date) Establish closer ties with Tennis NZ to ensure strategic and programme delivery alignment. (Enter Date)
	Successfully manage closure of the Mitchell Park Squash Club relationship over the indicated 2 year timeframe	Facilities Operator to continue day to day relationship helping to assist Squash whenever possible (Enter Date) Executive Committee to work through process of separation and respective closure of financial responsibilities and accounts (Enter Date)

6. ORGANISATIONAL EXCELLENCE

To be recognised as a well-structured, community engaged leader in Hutt Valley sports.

- Incorporate vision and mission statements in everything we do
- Retention of key volunteers throughout our Association
- Excellence in sporting governance and future sustainable planning

6. Organisational Excellence		
Strategic Priorities <i>Focus of our plan and efforts</i>	Strategic Initiatives <i>Actions that we will continue, modify or introduce to achieve our goals and objectives</i>	Key Performance Indicators <i>Quantitative and qualitative measures that we will use to judge the extent to which we have achieved our intentions/goals</i>
To be recognised as a well-structured, community engaged leader in Hutt Valley sports.	Incorporate the HVT mission and vision statements in everything we do.	Annual Strategic Plan review Annual Key Performance Indicator review Constitutional Review (Enter Date)
	Ensure HVT volunteers/staff is capable of delivering to the goals of this Strategic Plan	Review of personnel skill sets and workloads. (Enter Date) Provision of training where skill sets are lacking (Enter Date)
	HVT Management Group provides effective Governance and Leadership	Polices are developed refined, implemented and reviewed to ensure strategic goals are delivered.