



WHO ARE WE?

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| <p>Purpose Why does NSTA exist?</p> | To help everyone have fun playing tennis in our Northern Suburbs. |
| <p>Vision Where do we want to be by December 2020?</p> | Be recognised by our stakeholders as the number one sport and leisure activity on the North Shore. |
| <p>Culture What values do we stand behind?</p> | <ul style="list-style-type: none"> • Glue for tennis in our community • Supportive, encouraging and inclusive • Innovative and progressive • Ethical |
| <p>Mission What do we do and how do we get there?</p> | <p>We offer support, advice and assistance to our clubs, coaches, court operators and schools by helping them:</p> <ol style="list-style-type: none"> 1. Find people who like tennis. 2. Get them interested in playing tennis. 3. Keep them playing tennis for life. |
| <p>Why is NSTA unique?</p> | <ol style="list-style-type: none"> 1. Strongest association in the Sydney Metro area with an inclusive club-based structure and strong relationships with professional coaches and centre operators. 2. Employment of a full time administrator to help act as the glue. |

KEY ISSUES

Important external resources

- Volunteers
- Successful tennis coaches and court operators
- Quality tennis centres with facilities that improve the tennis experience
- A positive and productive working relationship between TNSW, Tennis Australia and our clubs, centre operators and coaches
- Strategic partnerships with stakeholders (including government and council)
- User friendly IT systems
- Effective marketing and communication

KEY ISSUES CONTINUED

What are NSTA's 10 major opportunities?

1. Greater TNSW resources to assist our association
2. Cross fertilisation of interclub competitions and strategies
3. Modernise competitions and re-invent tennis to meet market demand
4. 7.0% of the community actively play tennis (based on TA research)
5. Organise more fun, interclub, non-sanctioned events
6. Co-ordinate joint marketing programs to promote participation
7. Co-invest with other sports to build more facilities
8. Implementation of an effective grading system for all players.
9. Working with coaches and court operators to increase participation
10. Add value to councils to garner support

What are NSTA's 10 major challenges?

1. NSTA staying relevant and adding value to all stakeholders
2. Ensuring competitions and the club social environment remains relevant and popular
3. Volunteers and players with spare time to support and play tennis
4. Reducing number of players who want to be members
5. Low utilisation of tennis centres and therefore low returns to re-invest
6. Increasing tennis centre lease costs and non-support from local councils
7. Increasing age and declining quality and number of existing facilities
8. Conversion of junior players to active senior players within a club
9. Conflicting tournaments and competitions with some TNSW/TA schedules.
10. Ineffective communication with members

5 YEAR STRATEGIC PRIORITIES

1. Participation

Create a fun environment where more people on the North shore play tennis, enjoy the club environment and have a positive social experience

Measure: Increase average club court occupancy in NSTA from 32% to 50% by 2020

2. Places to play

Secure interested stakeholders willing to build more tennis centres and upgrade club facilities so they are more inviting for the community

Measure: Increase the number of courts by 5% from 81 to 85 courts

3. Alignment

Work closely with TNSW, clubs, coaches, centre operators and schools to develop a common pathway for successful clubs

Measure: Increase membership of TNSW from 1,800 to 5,000 and club membership from 1200 to 1400

4. Sustainability

Ensure NSTA remains relevant and adds value to clubs, coaches, centre operators and schools

Measure: increase satisfaction rating by 25%

5. Marketing, IT & Communication

Make it easier for more people to play tennis in the Northern Suburbs by helping clubs, coaches, court operators and schools promote the sport

Measure: Increase web site hits by 100%

6. Champions

Support TNSW in developing local, world-class players

Measure: 3 out of Australia's top 20 from NSTA in both men and women

HOW DO WE GET THERE?

OUR KEY OBJECTIVES BY DECEMBER 2020

Participation

- a. Increase competition and social player numbers by 10% per annum by:
[Developing fun/innovative competitions for the NSTA community](#)
- b. Retain 50% of juniors within the club community as TNSW members by:
[Creating pathways for juniors to have fun playing tennis for life](#)
- c. Grow junior club involvement by 100% by:
[Working with TA/TNSW to develop a schedule that allows juniors to experience a club environment whilst also chasing points at TA sanctioned tournaments.](#)

Places to play

- a. Retain 100% of leases with all councils by:
[Developing and implementing a tennis centre leasing template that demonstrates both long and short term benefits to councils so they will support tennis](#)
- b. Grow the number of courts in NSTA by 5% over next 5 years from 81 to 85 by 2021:
[Identifying partners to co-invest \(another sport, council, sponsor?\)](#)

OUR 20 GOALS FOR 2017

Participation

1. Trial a transparent and effective rating system by 2018
2. Work with TNSW to prepare a proposal to TA that allows for flexibility in the events calendar and allows juniors to experience a club environment.
3. Test and implement one new competition format that meets changing player needs (i.e. feed in tournament for 200 players – like France)
4. Implement NSTA Hot Shot competitions
5. Develop better relationships with schools and have recommendation to involve schools more effectively
6. Build night comp players by 10%
7. Increase the number of players in the NSTA championships by 10%

Places to play

8. Prepare a list of member clubs greatest refurbishment needs and the estimated money required
9. Identify 2 potential co-developers interested in investing in the better facilities (councils, other sports, developers)
10. Ensure all clubs understand the TA monetary support for facilities
11. Measure the following segments, in conjunction with Clubs and Operators to establish base line metrics that can be used to measure success in the future:
 - a. Court occupancy at all clubs
 - b. Number of centres and courts in NSTA
 - c. Club members within NSTA and members of TNSW
 - d. Junior players who are members and play comp
 - e. Number of Hot Shot participants and coaches
 - f. NSTA juniors in Top 20 rankings
 - g. Club satisfaction ratings
 - h. Number of web hits

OUR KEY OBJECTIVES BY DECEMBER 2020

OUR 201 GOALS FOR 2017

Alignment

- a. Work proactively with coaches, centre operators, clubs and schools to ensure 100% players become TNSW members by:
[Implementing systems that make it easier to become a member](#)
- b. Support TNSW initiatives that grow grassroots participation in the North Shore by:
[Working closely with the CTO's to solve problems and create opportunities](#)
- c. All councils supporting the growth and expansion of tennis centres by:
[Understanding Govt drivers for sport and health and effective lobbying with the assistance of TA and TNSW](#)

Alignment

12. Work with TNSW to clarify the roles and responsibilities of all stakeholders in NSW and to develop common goals where all parties "Row in the same direction" for better and faster results
13. Enlist recommendations and obtain support from all centres on how to help them participate in the growth of the new membership model.

Sustainability

- a. Increase TNSW membership from 1,800 to 5,000 by:
[Supporting the new membership model](#)
- b. Ensure NSTA remains relevant and important to all stakeholders by:
[Listening and working with all stakeholders to understand the most important issues that help grow the game.](#)

Sustainability

14. Identify and understand the top 5 criteria of what stakeholders want and expect from NSTA
15. In association with TNSW, implement a test "centre of excellence" club management license
16. Identify what areas NSTA can help in improving the purchasing power of all member clubs

Marketing, IT & Communication

- a. All players in NSTA ranked and using these rankings for all competitions and tournaments
[Implement an effective IT system that aligns with TNSW, tracks members, organises tournaments and competitions and supports a nationwide ranking system \(similar to golf\)](#)
- b. Increase inquiries to play tennis by 25% by 2018:
[Implementing an annual marketing campaign supported financially by all tennis centres](#)

Marketing, IT & Communication

17. Adopt a marketing plan that delivers our message to all existing players and interested social players so web hits increase by 1,000%
18. Develop a marketing campaign to boost social player numbers by 5% with contributions from 80% of clubs/court operators

Champions

- a. 1 man and woman in top 100 of world rankings by:
[Supporting TA initiatives](#)

Champions

19. Support TNSW Leagues where they complement NSTA's program
20. Increase spectators to North Shore open by 500%

