



Nelson Bays Tennis Association

Mission: "To empower our tennis community to enjoy and achieve"

Vision: "Love tennis-a match for all"

Core Values

- **Collaborative**-listen, discuss, engage, prepared to change, democratic, working together
- **Transparent and Accountable**-honesty, integrity, clarity around what we are doing, ensure sound financial practice
- **Innovative**-forward thinking, embracing new technology, new ways of doing things, original solutions to implement change
- **Supportive**-providing leadership, resources and assisting our tennis community
- **Fun**-a philosophy of enjoyment for all

Focus Areas / Strategic Goals-Summary

On Court

- **Goal 1-Game Development**
- **Goal 2-Player Development**

Off Court

- **Goal 3-Organisational Excellence**
- **Goal 4-Sustainability**

ON COURT

Goal 1

Game Development

Successful clubs and association that grow the game through attracting and retaining participants.

Measurement

1. 15% Membership growth over 3 years
2. Increase tournament participation numbers and income
3. Junior Summer Open to be 2nd best SI tournament measure by increase of away players
4. Register 10 THS Community Play clubs involving 300 players within 3 year period.

Key Initiatives

1. Initiate women's coaching and play programmes
2. Educate clubs on TNZ programmes

Goal 2

Player Development

Promoting programmes to attract new players, maintaining and developing pathways for all ages and collaborating with clubs to provide an effective coaching resource for the region.

Measurement

1. Each year have 2 reps selected for Canterbury region
2. Two days of the week offered by junior interclub & 200 junior interclub players within 3 year period
3. 6 junior boys and girls playing at S7 ranking
4. All coaches registered as THS coaches each year.
5. Social grade - Secondary Schools Tournament to have 2 teams from each college entering event within 3 years.

Key Initiatives

1. Elite programme
2. Support coaches to raise levels through education
3. Support secondary schools competition

OFF COURT

	<p style="text-align: center;">Goal 3 Organisational Excellence</p> <p>Continuous improvement in our organisational performance.</p> <p style="text-align: center;">Measurement</p> <ol style="list-style-type: none"> 1. Survey clubs for needs and expectations – 75% satisfaction level 2. Full and functional executive team 3. Other initiatives get done 4. Qualitative support from clubs – ensure quorum, management committee 5. All clubs submit one volunteer each year for recognition. <p style="text-align: center;">Key Initiatives</p> <ol style="list-style-type: none"> 1. Develop and document policies and procedures 2. Enhance communications 3. Roles and responsibilities documented, understood and committed to 4. Review constitution to ensure relevance to NBTA 5. Adopt strategic plan 6. Succession planning 7. Enhance sponsorship, communication plan 8. Recognise volunteers 	<p style="text-align: center;">Goal 4 Sustainability</p> <p>Operating a sustainable business underpinned by secure revenues and prudent reserves.</p> <p style="text-align: center;">Measurement</p> <ol style="list-style-type: none"> 1. Annual profit achieved – cash surplus 2. Increase proportion of revenue from external sources 3. Funding of activities in line with policies. <p style="text-align: center;">Key Initiatives</p> <ol style="list-style-type: none"> 1. Diversify funding streams 2. Structured development <ol style="list-style-type: none"> a. Publicity plan b. Sponsorship play c. Funding plan
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