

TENNIS WESTERN B.O.P. (Inc)

STRATEGIC PLAN 2019 – 2021.

Established in 2016 after the re-designation of the Waikato Bays Region, Tennis Western BOP is a not-for-profit sporting organisation that has the responsibility for the promotion, development and administration of tennis in the Western Bay of Plenty region, incorporating its 10 affiliated clubs.

It is also partnered with Tennis Western BOP in support of the BayTrust Coach Force programme for junior development in the schools and clubs of the greater Bay of Plenty.

Tennis Western BOP is comprised of an Executive of four elected members and a Manager appointed by the Executive.





TENNIS WESTERN BOP

TENNIS NEW ZEALAND STRATEGIC PLAN

ENABLE Support clubs and communities to flourish through tennis.

Increased participation in high-quality competitive programmes / increased number and quality of coaches / clubs offer attractive venues and quality experiences for participants / successful partnering model with a range of providers.

WIN NZ players are winning on the international stage.

Transparent and effective performance pathways support athlete development / an effective national competition / increased numbers of performance coaches / winning international individual and team performances at junior and senior levels.

SECURE Tennis is a well-funded business and it has a system that enables growth.

Efficient tennis growth system / successful revenue streams / organisational excellence / strong relationships with government and international partners / highly visible profile / high standard of national facilities.

TENNIS WESTERN BOP STRATEGIC PLAN

VISION To provide organisational excellence, promote and support clubs and their membership, promote game development and protect and grow Tennis WBOP assets.

MISSION To promote, develop and advance the sport of tennis by providing access to facilities and services to members by supporting affiliated clubs and their programmes.

Specific Objectives

- Promote, encourage and develop tennis as a fun and healthy sport for players of member clubs and in the community in general in the Association area.
- Develop opportunities, programmes and facilities to enable, encourage and enhance the participation, enjoyment and performance in tennis in the Association area and in the Association's activities.
- Affiliate all member clubs to Tennis New Zealand either directly or via Tennis Waikato Bays
- operate and maintain a financially healthy and responsible organisation supported by sponsorship, membership affiliation fees and community funding.
- Engage employees and contractors and to help develop the skills and capabilities of employees, club volunteers and coaches.
- Provide a voice for tennis in the Association area and advocate for better tennis outcomes to Tennis New Zealand, Tennis Waikato Bays, other regional tennis organisations, local community groups and local bodies.
- Be the representative of the member clubs for Tennis New Zealand and Tennis Waikato Bays, if requested.
- Encourage the participation of juniors and provide a pathway towards playing opportunities at schools, club and representative levels.
- Facilitate and/or organise tournaments, interclub and representative matches and other tennis competitions and events to maximise playing opportunities for competitive players.
- Support member clubs to grow membership and the participation of the community in tennis.

TENNIS WESTERN BOP STRATEGIC PLAN PROGRESS DETAILS		2020 version
Objectives	Actions	
<i>Promote, Encourage and Develop Tennis</i>	Encourage and support clubs to run open days and to keep statistics on attendance / membership outcomes. Use SportBOP financial support for visits to schools through and by communication to clubs to seek grants.	
Current Progress	<ul style="list-style-type: none"> • Sport BOP support and club grants used by club coaches to visit schools, demonstrate Hot Shots and other beginner programmes and link to local Open Days. • Clubs advise Executive of new membership linked to Open Days. • All clubs encourage to join the Tennis NZ “Love Tennis” publicity in October in addition to their own Open Days. • TWBOP website kept up-to-date and accessible for players and potential players. • With the cancellation of planned events because of Covid, more junior graded tournaments were offered through Waikato Bays. 	
Next Steps	<ul style="list-style-type: none"> • Support those clubs wishing to improve access to courts for members and non-members through electronic booking systems and a variety of membership options. • Support clubs to investigate further and adopt where appropriate, the Club Spark option. 	
<i>Promote and Develop Opportunities, Programmes and Facilities.</i>	To continue to develop regional initiatives and to promote TNZ national programmes and initiatives. Clubs encouraged to establish own programmes.	
Current Progress	<ul style="list-style-type: none"> • Organisational support was provided to establish a Ladies Singles 16 player competition in February that proved successful. • A club reinstated the Champion of Champions event as a finale for the inter-club season. • A Fast Four competition is established and is proving popular. • The Rose Bowl inter-regional competition offers a high standard of tennis and also establishes a pathway for younger players. This is now due to be played in September. • Tennis Xpress and Tennis Cardio are programmes that are also attractive for players. • The Sunday Shootout proved to be popular. • Papamoa now has upgraded courts with more to come. • Coach Force is supporting tennis development and coaching at the newest club in the region. • A Delegates sub-committee maintains an over-view of inter-club rules and adjusts them as required. • All coaches are well-supported by their members and are well-respected. 	
Next Steps	<ul style="list-style-type: none"> • The support for premier inter-club tennis continues to need to be rebuilt through imaginative approaches or redesigned to attract more entrants. 	
<i>Affiliate all Clubs to TennisNZ</i>	Complete in conjunction with Tennis Waikato-Bays. Rationale explained and deadlines set.	
Current Progress	<ul style="list-style-type: none"> • All clubs except one are affiliated. • The affiliation structure remains the same. • Affiliation fees remain the same 2019/20 seasons with a 30% covid reduction on Tennis NZ fees. 	
Next Steps	Maintain the status quo if possible.	
<i>Maintain a Fiscally Responsible Organisation</i>	Current income comes from affiliation fees, grants, tournament entry fees, donations and investment income. A realistic budget is established by the Treasurer and income / expenditure is closely monitored.	
Current Progress	<ul style="list-style-type: none"> • Monthly financial reports are tabled at each Delegates’ meeting. • Potential sponsors are identified and approached for particular TWBOP initiatives. • Some grant applications have been successful. 	
Next Steps	<ul style="list-style-type: none"> • Expenditure is maintained within the current budget. • The Papamoa Tennis Charitable Trust is encouraged to support fund-raising for specific projects at junior level. • Given the reduction in the success of grant applications, alternative sources of income need to be investigated to prevent a rise in affiliation fees. 	

<i>Engage Employees and Contractors</i>	Employ and work closely with a TWBOP Manager. Employ coaches for TWBOP junior development programmes. Annually review and evaluate programmes and personnel performances.
Current Progress	<ul style="list-style-type: none"> The TWBOP Manager provides an efficient and effective organisational lead to clubs for all inter-club competitions. Two coaches have been employed to lead the junior development squads for a 2-year term that ends in 2021.
Next Steps	Support the retention of the TWBOP Manager.
<i>Provide a Regional and National Voice</i>	Attend national and regional meetings where possible. Communicate with clubs through Delegates Meetings and seek ideas and reactions.
Current Progress	<ul style="list-style-type: none"> One representative of the Waikato Bays region has attended national meetings and updates the other regions by email or phone conference. The Waikato Bays Annual General Meeting allows for discussion between regions and the opportunity to raise specific requests about the structure and future of the game in our region.
Next Steps	<ul style="list-style-type: none"> Maintain the status quo. Review and adopt relevant practices from other regions.
<i>Represent Member Clubs</i>	Manage all matters relating to TNZ and Tennis Waikato-Bays on behalf of the clubs and keep them informed through Delegates Meetings and other relevant communications.
Current Progress	<ul style="list-style-type: none"> The four regional chairs maintain an effective link through regular conference calls. These have been used to appoint a new ball provider (Tecnifibre) and to negotiate the details of the contract. Joint decisions have been made to promote more regional events to fill holes created by the 2020 TNZ competition calendar. e.g. maintaining a regional primary school final. Consultation has occurred with clubs when TNZ has sought information from membership.
Next Steps	<ul style="list-style-type: none"> Retain and develop the current level of trust and cooperation that has developed since the reorganisation of our regions.
<i>Encourage Junior Participation and Pathways</i>	In conjunction with the clubs, initiate and support programmes such as Tennis Hot Shots to encourage junior player development.
Current Progress	<ul style="list-style-type: none"> Hot Shots is a well-established programme in the region. The Delegates' Committee request for the junior development squads to train on hard courts was supported. Inter-regional competitions have been well-supported with a number of successes for TWBOP that reflect well on all coaches in the region. The high-level performances of development squad players acknowledges that TWBOP junior tennis is going in the right direction with 4 of our players ranked in the top 10 nationally in their age-groups. There are currently 30 or more players in the development squads and 40 or more attending the Sunday training to build depth. The evaluation of both the development and the part-time specialist coach indicated a positive support for the programme from players and parents and provided some insight as to the future intentions of players. Newsletters acknowledge the success of TWBOP players now succeeding at ITF levels. TWBOP players attend regional training camps. A number of local tournaments provide excellent opportunities for juniors to play at competitive levels. The Primary and Secondary schools Championships continue to be successful events although the Aims Games was cancelled because of Covid. Development coaches will support players at Tier 2 and other appropriate tournaments.
Next Steps	<ul style="list-style-type: none"> In absence of national primary, emphasise regional finals as reward and growth.
<i>Facilitate and Organise Tournaments</i>	Seek upper tier tournament allocation to TWBOP centres. Maintain a high standard of tournament management and support major regional tournaments.
Current Progress	<ul style="list-style-type: none"> The NZT calendar has removed some of the high-level tournaments available to our players, (No Under 17 Tournament, no National Primary Finals) and made access to others more costly because of the distances to travel. Steps to maintain access is currently being led by the Waikato Bays Executive.
Next Steps	<ul style="list-style-type: none"> Continue to work with the other regions in Waikato-Bays to provide realistic access to national level tennis.

<i>Support Growth of Member Clubs</i>	Maintain a close relationship with all clubs and develop joint ventures where possible. Develop relationships with new clubs and other potential tennis user groups. Share knowledge and experience.
Current Progress	<ul style="list-style-type: none"> • The Delegates' Committee enables clubs to stay aware of what is happening in other clubs and to contribute ideas and energy towards joint projects. Zoom meetings have allowed more clubs to attend meetings. • The Junior Convenor continues to provide coaching assistance to the newest club in the region.
Next Steps	Review the request for visiting rights to other clubs from affiliated players.
<i>Gain, Train and Retain Coaches and Volunteers</i>	To provide skill development workshops, coach education courses, resources, mentoring, support and opportunities for growth development.
Current Progress	<ul style="list-style-type: none"> • Coach Force Regional Officer has run 2 courses this year for Assistant Coaches using NZT support to increase current coaching base for clubs. • Referee courses have been provided through Coach Force to provide sufficient referees in the region to allow for an increased demand at junior level in particular. Qualified referees are reimbursed by Tennis WBOP through an agreed sum.
Next Steps	Maintain coaching development opportunities including the development of existing coaches.