

Hornsby Kuring-gai District Tennis Association STRATEGIC PLAN 2020-2030



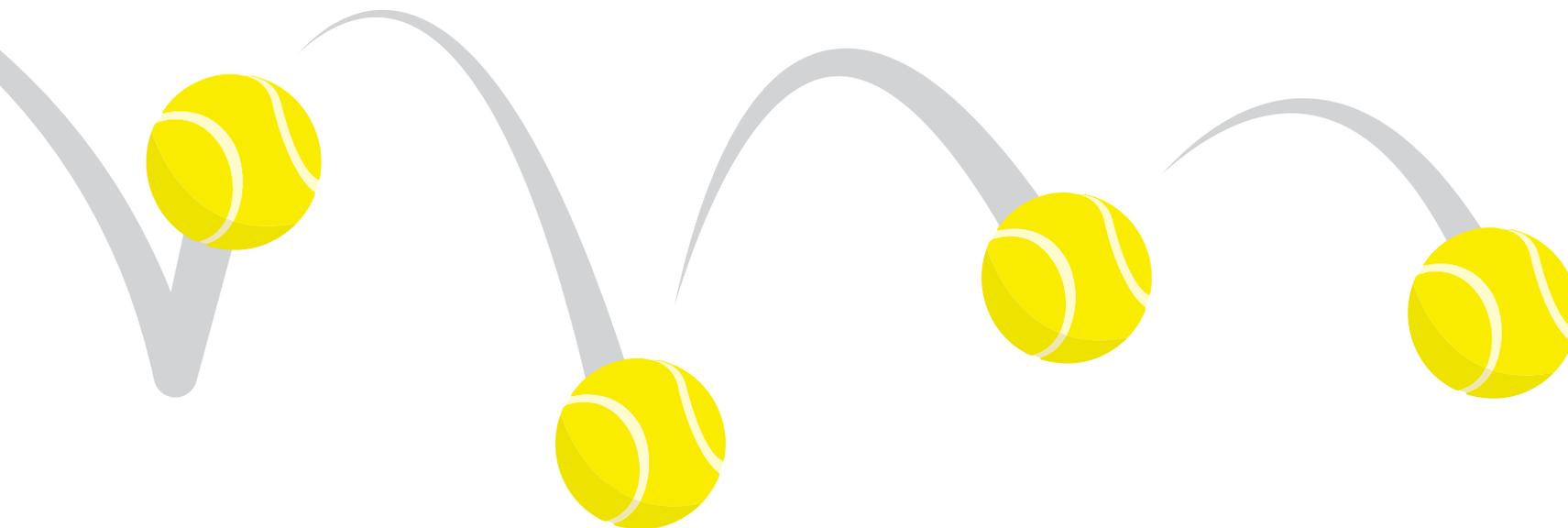
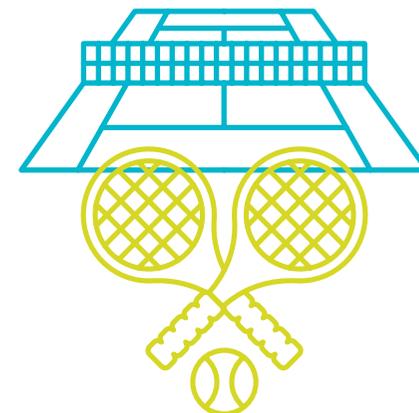
THE STATE OF PLAY OF HKDTA

- 1. Promoting tennis in Hornsby & Ku-ring-gai since 1923**
- 2. 14 floodlit courts at 2 centres, Asquith (10) & Berowra (4)**
- 3. Over 1,000 members and casual players**
- 4. Players of all ages, genders, and cultural backgrounds**
- 5. Bushland settings with easy parking**



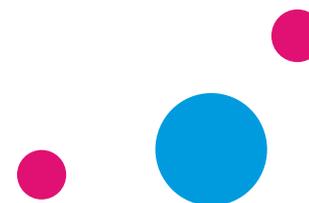
OUR VISION

To connect more people to tennis in
Hornsby & Ku-ring-gai Council areas



OUR STRATEGIC PILLARS

- 1: PEOPLE** - a team to grow tennis
- 2: PLAY** - tennis for everyone
- 3: PLACES** - accessible, quality facilities
- 4: PROMOTE** - community engagement



STRATEGIC PILLAR 1: PEOPLE

STRATEGIC PURPOSE:

To develop a passionate team of coaches, volunteers, contractors and staff to grow tennis at our places.

KEY FOCUS AREAS

INITIATIVES WE WILL DELIVER

MEMBERS

- ✓ Exceptional customer experience
- ✓ Relevant & informative communication
- ✓ Increase number of members and players

VOLUNTEERS & STAFF

- ✓ Attract and retain exceptional volunteers, contractors and staff
- ✓ Define roles for paid staff and volunteers
- ✓ Provide professional development opportunities

COACHES

- ✓ Establish mutually beneficial agreements between coaches and HKDTA
- ✓ Develop an innovative, flexible coaching program suitable for all levels of play
- ✓ Acknowledge and reward coaching best practice

COMMUNITY

- ✓ Promote tennis to all groups of the community
- ✓ Develop an inclusive, accessible venue



STRATEGIC PILLAR 2: PLAY

STRATEGIC PURPOSE:

Offer an appealing range of ways to play tennis to suit everyone.

KEY FOCUS AREAS

INITIATIVES WE WILL DELIVER

COMPETITION TENNIS

- ✔ Offer new models of competitions
- ✔ Introduce competitions with less time commitment
- ✔ Participate in interclub/regional competitions

JUNIOR TENNIS

- ✔ Establish innovative and engaging junior programs
- ✔ Transition junior players into adult programs
- ✔ Build relationships with local schools

SOCIAL TENNIS

- ✔ Expand offerings of social tennis at Mills Park
- ✔ Work with peak body campaigns to bring people back into social tennis
- ✔ Offer social tennis at Berowra
- ✔ Collaborate with other clubs for social tennis events

COURT HIRE

- ✔ Provide competitive and attractive court and related tennis offerings to members and to the general public

FINANCE

- ✔ Monitor financial performance in all segments
- ✔ Annually review court hire fees and other charges



STRATEGIC PILLAR 3: PLACES

STRATEGIC PURPOSE:

To create attractive, accessible and well maintained facilities.

KEY FOCUS AREAS

INITIATIVES WE WILL DELIVER

TENNIS INFRASTRUCTURE

- ✓ Plan capital improvements including court resurfacing
- ✓ Provide a welcoming proshop with range of attractive offerings
- ✓ Evaluate electronic court locking system for Mills Park
- ✓ Evaluate lighting and maintenance at Berowra
- ✓ Explore options for further development of facilities

FINANCE

- ✓ Maintain a cost-conscious mentality
- ✓ Develop a long-term plan for capital requirements
- ✓ Build and maintain adequate reserves to fund capital expenditure

EXTERNAL PARTNERSHIPS

- ✓ Strengthen relationships with local councils, Tennis NSW, schools and other stakeholders
- ✓ Renew existing leases when they expire
- ✓ Maximise opportunities to seek external funding for facility improvements
- ✓ Be open to leasing additional courts within HKDTA boundaries



STRATEGIC PILLAR 4: PROMOTE

STRATEGIC PURPOSE:

To raise the profile of HKDTA and build greater player engagement.

KEY FOCUS AREAS

INITIATIVES WE WILL DELIVER

COMMUNICATION

- ✓ Improve communications with players and external stakeholders
- ✓ Regularly seek feedback from players and consider the need for action in response.
- ✓ Optimise social media and other communication platforms

MARKETING

- ✓ Develop and implement a marketing plan
- ✓ Hold annual promotional and fundraising events
- ✓ Establish sponsorships
- ✓ Identify and appoint appropriate patrons or ambassadors for HKDTA

DIGITAL PRESENCE

- ✓ Create an engaging and user-friendly website
- ✓ Greater use of online court bookings
- ✓ Consistently provide appealing social media content





FOR ANY QUESTIONS PLEASE CONTACT

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