



BENDIGO TENNIS ASSOCIATION

# ACTION PLAN

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2021 - 2024





1.To continue to build and strengthen relationships with all key stakeholders including Tennis Australia (TA), Tennis Victoria (TV), City of Greater Bendigo (CoGB), Eaglehawk and District Tennis Association (EDTA), affiliated tennis clubs, sponsors and the tennis community.

Key Groups - Executive Officer (EO), President (P), Vice President (VP), Marketing / Communications Committee (MC), Committee of Management (CoM), Secretary (S), Governance Committee (GC)

Strategy	Actions	Who	2021	2022	2023	2024
Open the lines of communication with all stakeholders	Provide regular updates both written and oral to all key stakeholders, particularly CoGB and TV on meeting outcomes	P / EO	O	O	O	O
	Meet with affiliated and non-affiliated clubs and associations to better understand their issues and convey the support and assistance the BTA can provide them	P / VP	X	O	O	O
	Schedule regular catch ups with relevant CoGB and TV personnel	EO / CoM	X	X	X	X
	Work with TA and TV personnel to host signature tennis events at Bendigo Regional Tennis Centre (BRTC)	TA / TV / EO	O	O	O	O
	Prepare media material that aims to increase participation and advertises the affiliated clubs and sponsors where appropriate	MC	X	X	X	X
	Reintroduce regular newsletters to all participants, introduce new personnel and invite clubs to contribute.	EO / MC / Com	O	O	O	O
Complete the required governance reforms	Review all areas of governance matters that required addressing and develop a priority plan	CoM / GC	X	O	O	O
	Updating of the constitution with all outstanding resolutions including those required to update format and appendices.	CoM	X	O	O	O
	Develop new governance documents covering such items as by-laws, conditions of membership, codes of conduct, behaviour, venue terms and conditions, volunteer management and life membership.	EO / S / MC / CoM	X	O	O	O

O = ongoing X = Initial action

2. To have a minimum of eight active tennis clubs as affiliates by 2024 summer season.

Key Groups - Executive Officer (EO), Committee of Management (CoM), Junior Match Committee (JMC), Marketing / Communications Committee (MC), President (P), Governance Committee (GC)						
Strategy	Actions	Who	2021	2022	2023	2024
Clarify and market the benefits of affiliation to current and prospective tennis clubs.	Develop clear information on the benefits of affiliation including clarity on the requirements for affiliation to be made publicly available.	GC / EO	X	O	O	O
	Engage more with existing affiliated clubs through open communication and regular delegates meetings.	CoM / EO	O	O	O	O
	Initiate discussions with identified current clubs within the surrounding area specifically those who are not current affiliate members of the BTA.	P / CoM / EO	X	X	X	X
Develop a coordinated approach to engaging new and existing clubs, with a specific focus on growth areas.	Work with parents from the Epsom, White Hills and Huntly areas to re-establish the Epsom Tennis Club, particularly focused on a junior pathway	JMC / EO / MC	X	O	O	O
	Market and target Strathdale Park, Maiden Gully, Castlemaine Tennis Clubs and others as considered relevant, as key potential for both junior and senior growth.	P / EO	X	O	O	O
	Engage with the Eaglehawk and Districts TA, specifically regarding junior programs and the opportunities the BTA can provide e.g.: finals venue, pathway development.	P / EO	X	O	O	O

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3. To develop alternative court arrangements to the current grass court facility which will be demolished after 30 June 2021, such as the utilisation of affiliated club facilities?

Key Groups - Facilities Committee (FC), Committee of Management (CoM), Executive Officer (EO), City Greater Bendigo (CoGB)

Strategy	Actions	Who	2021	2022	2023	2024
Source alternate court venues	Initiate discussions with affiliated clubs to develop working proposals for the use of appropriate facilities for matches to be hosted	EO	O	O	O	O
Advocate for support from Council for the development /redevelopment of facilities to offset the loss of 16 grass courts	Advocate for the upgrade of the 10 rear courts at the BRTC	CoM / EO	O	X		
	Support the further development and enhancement to competition level of the Strathdale Park, Ironbark, South Bendigo, Strathfieldsaye and Maiden Gully Tennis Club facilities to ensure tennis is provided for now and into the future	CoM / CoGB	O	O	O	O
Undertake needs analysis of venue/s.	Work with the City of Greater Bendigo to facilitate and deliver the adopted hard court strategy to increase the standard and locations of available facilities.	CoM / CoGB	O	O	O	O
	Work with the City of Greater Bendigo to undertake an analysis of the development of a multi-use indoor sports facility for all year round use by multiple sports	CoM / CoGB				X

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4. To work with stakeholders to develop a greater range of alternate activities and events at the Bendigo Regional Tennis Centre.

Key Groups – Facilities Committee (FC), Committee of Management (CoM), Executive Officer (EO), City of Greater Bendigo (CoGB), Marketing Committee (MC), Treasurer (T), BTA Coaches (BTAC)

Strategy	Actions	Who	2021	2022	2023	2024
Capitalise the alternate uses trialled during 2020/21 and communicate the flexibility of the facility	Work with CoGB for more events including bands and other family friendly events	EO / MC / CoGB	O	O	O	O
	Collaborate with CoGB on Easter and Australia Day activities in conjunction with Lake Weeroona events	CoGB	O	O	O	O
	Work with coaches to expand the offering including tournaments, novelty events/competitions, group fitness	BTAC / EO	X	O	O	O
	Investigate other expanded tennis and non-tennis related usage and revenue opportunities	MC / CoM	X	O	O	O
Collaborate with surrounding tennis providers and other interest groups for larger scale events	Work with disability and other identified groups not currently catered for to provide coaching and competition opportunities	BTAC / EO / CoGB	X	O	O	O
	Work with surrounding tennis associations to facilitate tennis events to coincide with tennis milestones and showcase events.	MC / EO		X		X
	Facilitate reciprocal visits to other associations	CoM		X		X
Review and refine the BTA/BRTC operational models to increase accessible options and viability.	Work with Tennis Victoria as part of the Thriving Tennis Communities program to address items identified in the TTC action plan.	TV / CoM / EO	O	O	O	O
	Regularly review the offerings in café and functions to ensure value for money and variety.	EO / T	O	O	O	O

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5. To provide greater support to affiliated clubs to further develop/redevelop their facilities and strengthen the growth and development of the sport of tennis across more locations.

Key Groups – President (P), Vice-President (VP), Executive Officer (EO), Councils (C), Tennis Victoria (TV), Tennis Australia (TA)

Strategy	Actions	Who	2021	2022	2023	2024
To building better relationships with clubs and better understand their challenges	Meet with all clubs individually to understand their challenges and aspirations.	P / VP	X	X	X	X
	Advocate to City of Greater Bendigo, Tennis Victoria and other potential funding agencies to improve the quality of all tennis facilities	P / EO	O	O	O	O
	Provide ongoing support and advice to clubs on all of their proposals and business cases	CoM	O	O	O	O
	Be the conduit for tennis related matters to Councils	EO / P / C	O	O	O	O
To work with CoGB to proactively progress the adopted Hard Court strategy to improve the facilities in geographic areas for all.	Regular communication with CoGB to provide feedback and guidance on priorities for tennis.	P / VP / EO	O	O	O	O
	Provide assistance and resources to clubs to build robust business cases and planning for their preferred redevelopment	P / EO	O	O	O	O
	Work with CoGB, Tennis Victoria and key stakeholders to access and source funding for redevelopment and future planning.	EO / P / CoM	O	O	O	O

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6. To have an effective skills-based Management Committee, Committee Structure, Portfolio Structure, Executive Officer and Centre Staff and volunteer committees in place.

Key Groups – CoM, All (includes CoM and EO), Employment Review Committee (ERSC), Executive Officer (EO)

Strategy	Actions	Who	2021	2022	2023	2024
Restructure the EO role away from operations and towards growth	Review the current EO role and PD with the aim of it being applicable to current market In consultation with EO redesign the PD for clarity on focus areas such as growth of tennis	ERC	X	X		
	Create a role for competition operations, and look to appoint a suitable person to oversee this role.	EO			X	
Create effective portfolio areas and subcommittees	Review CoM requirements and gaps in the lead up to AGM in order to target identified skill sets	CoM	O	O	O	O
	Implement a portfolio structure for CoM Members including but not limited to Finance, Governance, Facility, Marketing/Communications	CoM	X			
	Reintroduce subcommittee structure, including but not limited to Junior Match Day, Competitions, Social and Facilities Committees	CoM	X			
	Ensure all committees are operational, including the recruitment of appropriate people with clarity on direction.	All	X	X	X	X
	Develop an effective volunteer program	All	O	O	O	O
Document systems to deliver consistency and ensure knowledge stays within the organisation	Review all current systems and practices and make recommendations for improvements including ongoing review	EO / T	O	O	O	O
	Work with Tennis Victoria and Tennis Australia to ensure systems include current best practices.	EO	O	O	O	O
	Continually review and refine document systems to ensure we are meeting current and future demands and requirements.	All	O	O	O	O

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7. To support the development of defined player pathways for all players from beginner to elite in consultation with all coaches.

Key Groups -Executive Officer (EO), Tennis Victoria (TV), Tennis Australia (TA), BTA Coaches (BTAC), Tennis Australia Coach (TAC), Coach Subcommittee (CSC), Tennis Clubs (Clubs)

Strategy	Actions	Who	2021	2022	2023	2024
Expand the Hot Shots and other development programs	Work with appointed coaches and Tennis Victoria to reintroduce Hot Shots at the BRTC.	BTAC / EO / TV	X	O	O	O
	Work with BTA clubs to ensure a co-ordinated approach to the delivery of all development programs including Hot Shots	EO / Clubs		X	O	O
Drive increased numbers of high performance players	Work with BTA clubs to ensure a co-ordinated approach to the delivery of all development programs including Hot Shots	TAC / BTAC		X	O	O
	Continue to build on the current coaching and squad programs to inspire the next generation	BTAC / TV	O	O	O	O
	Continue to support and work with appropriate sporting programs to offer access to a range of higher performance training opportunities	BTAC / TV	O	O	O	O
Constantly review the coaching operations	Receive six monthly reports and conduct annual reviews of the current coaching contract and program at the BRTC, to ensure the program is meeting necessary targets	CSC / BTAC	X	X	X	X
	Support the coaching network at all current affiliate clubs, and look to ensure all clubs have appropriate access to coaching at least at some level and build upon these levels	Clubs / EO	O	O	O	O
	Assist new coaches in establishing themselves at local clubs providing coaching where it was not provided previously	EO	O	O	O	O

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8. To develop and have formal documented policies in public place for greater governance.

Key Groups – Executive Officer (EO), Governance Committee (GC), Marketing / Communications Committee (MC), Secretary (S)

Strategy	Actions	Who	2021	2022	2023	2024
Review and identify all areas of governance gaps in the operations	To review all security and financial processes and update where required	EO / CoM	X	O	O	O
	Review all overarching documents such as the constitution and make all required updates	GC / CoM	X	O	O	O
	Develop and draft a suite of public facing documents on all requirements and expectations for interacting with the BTA and its competitions. Review and update as deemed necessary.	GC	X	O	O	O
	Adopt formal policies on volunteers, behaviour, life membership and others as required. Review and update as deemed necessary	CoM	X	O	O	O
	Allocate appropriate resources both human and financial to ensure actions addressed	CoM / EO	O	O	O	O
	This action plan and the TV Thirving Tennis Communities document to be a standing item on all CoM meetings to assess and address as required to ensure action	S	O	O	O	O

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9. To develop formal communications and marketing plans which determine who, what, when and how we communicate.

Key Groups - Executive Officer (EO), Marketing/Communications Committee (MC)

Strategy	Actions	Who	2021	2022	2023	
Identify and assess all areas of communication interface with a view to developing messages and effective delivery for each	Identify areas of innovation for delivery to existing and prospective markets which the BTA currently communicate with or wish to communicate with	CoM / MC / EO	X	O	O	
	Review all existing correspondence and marketing material with a view to assess the appropriateness, messaging and content	MC / EO	O	O	O	
	Constantly review and develop delivery sources, frequency and methods of communication for target audiences	MC / EO	O	O	O	O
	Develop relationships and create partnerships with identified providers for each	MC / EO	X	X	X	
	Allocate appropriate resources both human and financial	CoM / EO	O	O	O	O

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10. To work with stakeholders to develop a social club and specialist online tennis store at the Bendigo Regional Tennis Centre.

Key Groups – Executive Officer (EO), Social Committee (SC), Marketing / Communications Committee (MC), Facilities Committee (FC), Committee of Management (CoM)

Strategy	Actions	Who	2021	2022	2023	2024
Develop a social club at the BRTC	Assess and canvas options for the development of a social club at the BRTC to be presented to the CoM	SC / EO / CoM		X		
	Review playing times to better allow for social activities including but not limited to designated afternoon tea for weekend pennant, BBQs, food nights, sports nights	SC / EO	X	X	X	X
	Work with Facilities Committee to erect tennis memorabilia inside the BRTC building	EO / FC		X	O	O
Market and advertise the tennis store at BRTC	Review the existing operation of the tennis store	EO / CoM	X			
	Work with tennis equipment providers to ensure staff in the tennis store have appropriate tennis equipment knowledge	EO	X	O	O	O
	Develop online tennis store for Bendigo	EO / MC	X	O	O	O
	Allocate appropriate resources both human and financial	CoM / EO	O	O	O	O

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# Values

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**Inclusion** – we will regularly involve all stakeholders in decisions

**Respect** – we will deal with all respectfully and expect the same in return

**Honesty** – we will deal with all honestly even if the decision is considered unpopular

**Knowledge** – we will share our collective knowledge will all in order to support others

**Excellence** – we will never stop trying and will continue to look for new ways to improve

**Community** – meet the needs of our local community and the tennis playing public

