

## TENNIS SOUTH AFRICA SENIORS TRANSFORMATION PLAN (2019, 2020 and 2021):

### Introduction:

Transformation = growth. In simple terms transformation is about creating an organization which creates access to the game for the entire South African society. As such this plan is about growth and focuses on two key challenges to overcome:

1. Changing the mindset and culture within seniors tennis to become more inclusive and representative of South African society.
2. Bringing ex-players (from all communities in South Africa) back into tennis.

The proposed plan – as detailed below is aimed at being pragmatic, easy to understand and measurable. Critically the plan will be tracked and measured on an annual basis and tweaked based on progress (or lack thereof) made. The dynamic nature of the plan is represented by the initial three-year time frame it focuses on.

### The Proposed Plan (Work in Progress):

CHALLENGE TO OVERCOME	BARRIERS TO SUCCESS	TACTICS TO SUCCEED	MEASURABLE TARGETS BY DEC 2019	TARGETS BY DEC 2020 AND DEC 2021 RESPECTIVELY
1. <b>CHANGE THE MINDSET &amp; CULTURE WITHIN SENIORS TENNIS</b>	Current NSC Structures	<ul style="list-style-type: none"> <li>• Revise election process and structure – co-opt new NSC members.</li> <li>• A Seniors NSC Member to sit on TSA transformation committee.</li> <li>• Introduce orientation programmes for co-opted NSC members.</li> </ul>	<ul style="list-style-type: none"> <li>• New NSC structure in place – minimum of 25% black person representation</li> <li>• Seniors NSC member on TSA transformation committee.</li> <li>• Review of competences of all members within NSC</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2020:</b> 50:50 black person representation on NSC. Seniors NSC member on TSA transformation committee. Competency review remains in place.</li> <li>• <b>2021:</b> Same as above.</li> </ul>

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<b>CULTURE (CONTINUED)</b>	Provincial Structures	<ul style="list-style-type: none"> <li>• Gain commitment from the Provincial Chairpersons and Committees to adapt to change.</li> <li>• Create travel subsidization fund for provinces who comply with agreed targets.</li> </ul>	<ul style="list-style-type: none"> <li>• New Provincial structures in place – minimum of 25% black person representation.</li> <li>• Annual satisfaction survey of black players in each province.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2020:</b> 50:50 black person representation on Provincial Committees.</li> <li>• <b>2021:</b> Same as above.</li> </ul>
	Prejudices, attitudes & fear of the unknown	<ul style="list-style-type: none"> <li>• Survey black players (including potential players) to understand what would help create a more welcoming environment</li> <li>• Encourage black players to join social circles, functions and teams and create social events that represent diversity.</li> <li>• Hold more seniors tournaments in historically disadvantaged areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum of 4 seniors tournaments in historically disadvantaged areas (initial Gauteng focus)</li> <li>• 15% participation by white players in these above-mentioned tournaments.</li> <li>• 10% of all participants across ALL seniors tournaments in SA to be black.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2020:</b> Minimum of 8 seniors tournaments in historically disadvantaged areas. 20% participation by white players in these tournaments. 15% of all participants across ALL seniors tournaments in SA to be black.</li> <li>• <b>2021:</b> Minimum of 8 seniors tournaments in historically disadvantaged areas. 25% participation by white players in these tournaments. 20% of all participants across ALL seniors tournaments in SA to be black.</li> </ul>

<b>2. RESOLVE THE REASONS WHY FORMER TENNIS PLAYERS (ESPECIALLY BLACK PLAYERS) STOP PLAYING</b>	The gap between Juniors and Seniors	<ul style="list-style-type: none"> <li>TSA to kick off programme to strengthen and revitalize University Tennis</li> <li>TSA to create prize money tournaments for this age group (potentially two tiers based on playing ability and experience)</li> </ul>	<ul style="list-style-type: none"> <li>Clear plan for University Tennis in place</li> <li>A minimum of two prize money tournaments in place.</li> </ul>	<ul style="list-style-type: none"> <li><b>2020:</b> Year 1 of University Plan operational. A minimum of four prize money tournaments in place.</li> <li><b>2021:</b> Year 2 of University Plan operational. A minimum of six prize money tournaments in place.</li> </ul>
	Time, family and work pressures	<ul style="list-style-type: none"> <li>Create more short format tournaments of 1 or 2 days. Short Set Shootouts/ Tiebreaker Bonanzas &amp; Entry Level Tournaments</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of two NEW short format tournaments launched.</li> <li>A minimum of two entry level tournaments launched – ideally in historically underserved areas.</li> </ul>	<ul style="list-style-type: none"> <li><b>2020:</b> A minimum of four short format tournaments operating. A minimum of four entry level tournaments operating.</li> <li><b>2021:</b> A minimum of six short format tournaments operating. A minimum of six entry level tournaments operating.</li> </ul>
	Cost	<ul style="list-style-type: none"> <li>Subsidization of membership and reduction of selected tournament entry fees</li> <li>Sponsorship of black players with potential</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in tournament participation by black players</li> </ul>	<ul style="list-style-type: none"> <li><b>2020:</b> 20% increase in tournament participation, membership and team representation (versus current</li> </ul>

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<b>REASONS STOP PLAYING (CONTINUED)</b>		<ul style="list-style-type: none"> <li>• Special accommodation rates and transport deals</li> </ul>	<ul style="list-style-type: none"> <li>• 10% increase in TSA membership by black players.</li> <li>• 10% increase in representation by black players in all teams.</li> </ul>	<p>participation numbers).</p> <ul style="list-style-type: none"> <li>• <b>2021:</b> 25% increase in tournament participation, membership and team representation (versus current participation numbers).</li> </ul>
	Environment (See culture above) + No career path or pathway into provincial and international teams	<p>Create better prize Incentives to play Inter Pro events – travel and equipment vouchers</p> <p>Create travel subsidization fund for provinces who comply with agreed targets for their tournaments and teams.</p>	Same as above.	Same as above.