

Tennis Victoria
North West Metropolitan Regional Tennis Strategy



Acknowledgements

This project was initiated by Tennis Victoria and was funded by Sport and Recreation Victoria, and various Councils in the north west region.

@leisure wishes to acknowledge the support and contributions made to this project by:

- Simon Thompson - Tennis Victoria (project manager)
- Brendan Sheehan – Sport and Recreation Victoria
- Chris Head - Tennis Australia
- Robyn Miller – School Sports Victoria
- Council representatives including the following:
 - Nick Ellis – Banyule City Council
 - Jenn Martin – Brimbank City Council
 - Andrew McHugh – Darebin City Council
 - Geoff Boyce – Hobsons Bay City Council
 - Nicole Wilson – Hume City Council
 - Glenn Mulcahey – Melton Shire Council
 - Andrea Jackson – Maribyrnong City Council
 - Amanda Allen – Moonee Valley City Council
 - Joe Luppino – Moreland City Council
 - Howard Scott – Nillumbik Shire Council
 - Aaron Biscan – Wyndham City Council
 - Jessica Bailey – Whittlesea Shire Council
 - Stuart Grant – Yarra City Council

- Tennis Associations within the north west region
- People who gave their time to attend the workshops
- Clubs who presented proposals for facility upgrades, or completed on-line surveys, and
- People who made submissions to this project

About this document

This document has been prepared by @leisure for Tennis Victoria.

This document summarises the key issues arising from the assessment of the supply and demand of tennis facilities in the north west metropolitan region of Melbourne, and provides suggested directions to respond to those issues.

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1 EXECUTIVE SUMMARY

It is expected that by 2021 up to 20,000 additional people may participate in organised tennis in the north west metropolitan region. Additional courts will be required in new development areas to service this population growth.

In utilising TV's court ratio benchmark of one tennis court per 2,000 people, an additional 127 courts in the region would be required to maintain this level of provision in 2021.

The greatest potential increases in tennis participation, based on population growth and demographic profile, are likely to be in the municipalities of: Wyndham (in excess of 4000 players); and Whittlesea, Hume and Melton (in order of 3000 players each).

There are some demographic influences that are likely to reduce the propensity of the current population in the north west to play tennis, such as cultural background, low income and lack of program opportunities, however the impact of these demographic influences may reduce over time.

Participation rates and the ability for people to learn tennis are likely to be affected by the lack of schools including tennis in their programs, and the condition and availability of facilities.

Additional interventions to introduce a greater diversity of people to tennis, and to encourage them to continue to play tennis will be important to supplement any facilities strategy.

There are currently 841 courts in the region. The majority are club courts. However there are 44 free access courts in the region.

Most club facilities don't align well with the facility hierarchy guidelines provided by Tennis Australia. A high proportion of tennis facilities have a smaller number of courts than those defined as local facilities in the hierarchy. This will influence the viability of clubs and their ability to serve a wide range of people.

This study found that there are considerable benefits of both applying a hierarchy as proposed by TV, as well as introducing facilities that meet the subregional and regional tennis facility level of the hierarchy, into the north west. These benefits include providing more courts at strategically targeted locations to provide a greater diversity of amenities and services provided, and enabling larger competitions to be hosted. A hierarchy will also provide greater opportunities for both community participation and pathways to elite development.

It will however be important to maintain most of the small facilities in order to retain a good distribution of tennis courts in higher density areas. The plan recommends increasing the number of courts at small venues to increase their service offer and viability.

There is a distinct lack of available courts for competitions at peak usage times in most municipalities. This demand may be able to be partly met through additional lighting of courts and rescheduling of junior games away from Saturdays. A target of 80% of courts lit is recommended, from the current 66%. Additional lit courts will also increase opportunities for social tennis.

An improvement of the current quality of tennis facilities to make them more welcoming, functional, viable and suitable to develop player pathways will be important to meet demand. Further courts are recommended and up to 20 additional facilities to create medium centres in the long term. All clubs facilities provided in the future should be a minimum of eight courts. Planning of facilities should leave available land supply for further expansion of courts and clubhouse accommodating future growth.

If small clubs are lost, it will also be desirable to retain a number of courts for free access tennis or for programming. If courts are lost Council may need to provide assistance to accommodate participants in other local clubs.

There are no porous ITF approved surfaces in Wyndham and Melton. These surfaces are considered essential for player development in the region, and should be retained, with a mix of other surfaces. A large number of en-tout-cas courts are being lost due to the perceived inability to maintain these or to source adequate water.

The inclusion of porous courts in new subregional and regional centres should be encouraged, however TV may need to provide further technical assistance to Council and clubs to ensure these and other court surfaces can be maintained in good condition with available resources.

The probable costs of desirable facility improvements in the region amount to some \$17 million of works and an additional \$17 million on new sub regional and regional facility development will be needed to realise the vision. This includes the renewal of current facilities (including surfaces, lighting, fencing, courts and clubs houses) as well as the potential expansion and development of current and new facilities.

This plan recommends the development of a new regional tennis facility in the short term in Hume and investigating the feasibility of several additional regional facilities across other municipalities. New subregional complexes are also supported in Melton, Wyndham and Whittlesea, and upgrades of existing centres to a subregional standard at Moonee Valley, Hobsons Bay and Hume.

To alleviate concerns by clubs and the reticence by some Councils, to address more than just community club tennis, further promotion, development work and planning with Councils will be important. Tennis Victoria should also seek to assist Councils to undertake further strategic capital works planning and asset management, and develop more detailed municipal tennis plans.

A key recommendation of this plan is the development of a joint funding program with the state government to fund lighting, court additions and the development of subregional and regional tennis centres.

A detailed implementation plan has been prepared for this project, identifying priorities and partners. It contains more than sixty desirable actions. These key actions are summarised by and fall under the chapter and sub headings as listed below. Tennis Victoria and the community tennis officers will work closely with the thirteen Councils to implement this plan.

Summary of Actions

Increase opportunities for participation in tennis

- Increase participation in target populations
- Plan for schools tennis
- Enhance the quality and accessibility of infrastructure and motivation for people to play tennis
- Increase the number of free access courts
- Increase player and member retention
- Optimise the value of occupancy agreements
- Prevent further attrition of clubs
- Light additional courts

Adopt a hierarchy of facilities to assist growth and development

- Promote the benefits of introducing subregional and regional centres into the region
- Apply the TA facility hierarchy to the facilities in the north west
- Provide additional courts at key facilities
- Equitably distribute subregional and regional tennis centres across the region
- Develop relationships between a regional facility and clubs
- Develop success criteria for a regional facility
- Develop a regional tennis centre management model
- Influence the regional tennis centre court's surfaces
- Increase the utilisation of existing courts

Improve condition of facilities and planning of capital works

- Enhance the strategic and capital works planning for tennis
- Seek capital required to upgrade existing tennis facilities
- Seek funding for regional tennis centre development

Increase professionalism in club management

- Enhance and manage volunteerism
- Increase opportunities for funding tennis related works
- Clarify roles of coaches and their clubs
- Increase the number of clubs affiliated with Tennis Victoria

2 INTRODUCTION

2.1 Project description

The aims of the project were to investigate the current and future demand for tennis facilities in the north west metropolitan region, and develop a strategic and regional approach to tennis.

In addition, the project assessed the need for tennis facilities at each level in the hierarchy in the region.

The project investigated club development needs and existing infrastructure, as well as current and future provision. Recommendations about locations, improvements and implementation of a tennis facility hierarchy were also made.

2.2 The region

The north west metropolitan region consists of thirteen municipalities including:

- City of Banyule
- City of Brimbank
- City of Darebin
- City of Hobsons Bay
- Hume City Council
- City of Maribyrnong
- Melton Shire Council

- City of Moonee Valley
- City of Moreland
- Nillumbik Shire Council
- City of Whittlesea
- City of Wyndham
- City of Yarra

The current estimated population of the north west region is 1.5 million people.

2.3 Methods

The analysis considered the region as a whole, as well as each of the 13 municipalities.

Tasks undertaken included the following:

- Review of background literature including Tennis Australia (TA) and Tennis Victoria (TV) strategic plans, and in particular the TV Facility Planning Framework and TA's Tennis 2020: Facility Development and Management Framework for Australian Tennis
- Compare membership figures from TV and participation data from ERASS and ABS to assess demand for tennis
- Prepare an inventory of tennis facilities by municipality and classify facilities according to the TA hierarchy
- Assess strengths and weaknesses of facilities
- Identify key actions to address identified issues

- Collect probable capital works data from Councils through interviews, workshops, recreation and tennis strategies
- Consult with clubs, stakeholders, tennis associations and Council staff. This included a variety of methods:
 - Inception meeting with the Project Control Group
 - Press release notifying associations clubs and providers of the project, and seeking submissions
 - Workshops with the Project Working Group
 - Presentation at the north west Sport and Recreation Victoria regional meeting
 - Interviews (both face to face and telephone interviews) with select clubs, associations, private providers / operators, Councils, SRV and Tennis Victoria staff
 - Workshops with each municipality and tennis stakeholders
 - An on-line survey for clubs who could not attend the workshops
 - Opportunities to make a submission

Thirteen local government workshops were held, and some 40 interviews with stakeholders were conducted. Additional meetings with stakeholders and some municipalities were conducted.

Ten submissions were received, and 12 online surveys were completed.

3 OVERVIEW OF DEMAND FOR, AND SUPPLY OF TENNIS FACILITIES IN THE NORTH WEST REGION

3.1 Demand for tennis

There is a high demand for tennis in the north west, with organised participation expected to grow by 28% in the next 10 years. This may be tempered by the fair condition of many facilities and the lack of a suitable hierarchy of facilities to suit schools, clubs, social and performance players.

Specific tennis participation figures are not available for most municipalities in the region, although these would be of considerable value to planning.

The findings of the consultation for this project has indicated that there is a distinct lack of available courts for competitions at peak usage times in most municipalities, and thus more available facilities or an increased carrying of available courts is required to meet the potential participation levels. In addition to this, the lack of lit courts, the quality of courts, and the availability of courts to serve new residential areas and social players will need to be addressed to meet demand.

Participation rates

The participation in tennis by persons 15 years and over, experienced an increase of approximately 1% at both the national and state level since 2007, after an overall decline across both Australia and Victoria from 2001 to 2007.

In 2001, tennis participation rates in Victoria were 9.2%¹, and have since have declined to 6.9%².

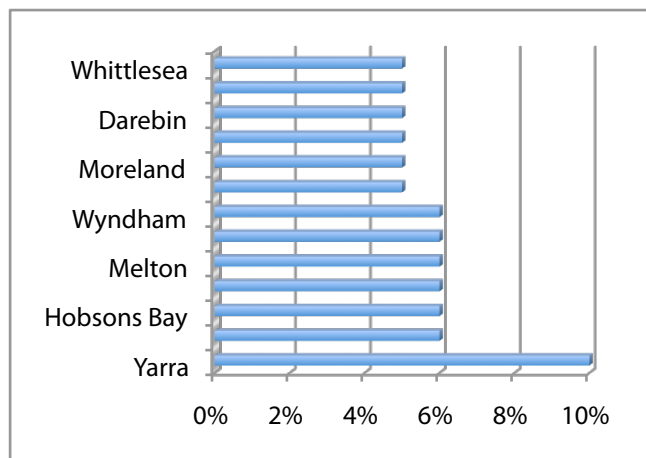
The inner Melbourne region (Yarra) had the highest participation rate in tennis in the region, (10%) than other outer west (Brimbank, Hobson's Bay, Maribyrnong, Melton, Moonee Valley, Wyndham at 6%); north west (Hume, Moreland with 5%), and north east region (Banyule, Darebin, Nillumbik, Whittlesea, at 5%).³

¹ Participation in Exercise, Recreation and Sport 2001, Australian Sports Commission, 2002. P 22

² Participation in Exercise, Recreation and Sport 2001, Australian Sports Commission, 2002. P 155

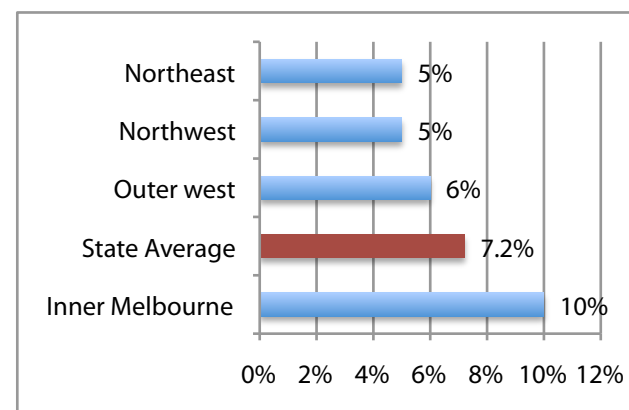
³ ERASS Regional Data, Sport and Recreation Victoria, 2009

Figure 1. Percentage of population participating in tennis by LGA (2009)



North west Melbourne and north east Melbourne (both with only 5% participation rate) and outer west Melbourne (6%) were below the state average participation rate of 7.2%.

Figure 2. Figure 1. Percentage of population participating in tennis in Melbourne by sub-region compared to the state average (2009)



For persons over 15 years, social (non-organised) tennis participation (4.6%) now outstrips organised participation rates at 3.5%⁴.

Children's participation in organised tennis for Victoria is currently 11.7%. This is an increase of 2.2% since 2006 (9.5%)⁵.

⁴Exercise Recreation and Sport Survey, Standing Committee on Recreation and Sport. 2009

⁵Children's Participation In Cultural and Leisure Activities, Australian Bureau of Statistics. 2010

These participation rates are likely to be affected by demographic characteristics, the lack of schools including tennis in their programs, and the condition and availability of facilities.

Demographic influences

The north west region has a higher proportion of single parent families, (11.28% compared to metropolitan Melbourne's 10.11%), lower income (22.08% compared to 21.56% in metropolitan Melbourne) and more people born in non-English speaking countries, (28.12% compared to 26.94%) than the metropolitan Melbourne average.

The implications of these demographic characteristics are that less people in the north west are likely to play sport, and therefore tennis, without interventions.

The current estimated population of the north west metropolitan region is 1.5 million people. It is projected to be 1.9 million people by 2021.

Brimbank has the largest population (181,115) of the municipalities in the north west region. They also have the largest estimated number of organised tennis participants (6,810).

The municipality with the smallest population is Nillumbik (63,787), which also have the smallest estimated number of organised tennis participants (2,442).

Based on current available participation rates for people over 15 years⁶ and 5-14 year olds⁷, the likely number of tennis players in the region at present is 56,000. It is expected that by 2021 in excess of 72,000 people will participate in organised tennis.

The largest number of tennis players is likely to be in the 25 to 49 year age group, for both males (11.47%) and females (10.99%). Following this, the next largest number of players will be in the age cohorts: 20–24 years, 30–34 years, 35–39 years, and then 40–44 years. A number of clubs indicated that there is a drop off in participation in tennis as children reach the late teens, as work, study, and social priorities dominate. Many of these players return to tennis later in life.

Tennis participation rates for males and females are very similar, across all age groups for Victoria. Clubs however have a perception that there are significantly less females participating in tennis than males. This is likely to be the case for club based tennis due to the highly fragmented nature of women's leisure time and hence the greater difficulty women may have to play a competitive sport.

6 Exercise Recreation and Sport Survey, Standing Committee on Recreation and Sport. 2009

7 Children's Participation In Cultural and Leisure Activities, Australian Bureau of Statistics. 2010

Also, women in lower socioeconomic groups are significantly less likely to participate in sport than women in higher socioeconomic groups, and municipalities in the north west, in general, are likely to have lower income and education levels than in other regions such as the east.⁸ Similarly, females with poor proficiency in English and girls whose parents were born in non-English speaking countries typically have lower participation levels.⁹

There are some demographic influences that are likely to reduce the propensity of the population in the north west to play tennis, however the impact of these are likely to reduce over time. With additional population, (and the subsequent projected growth in organised participants, a significant number of additional tennis courts will be needed in the north west to maximise participation. In addition some changes will be required to offer convenient access to opportunities to play, to meet individual's lifecycle needs, match opportunities with individuals ability and style of tennis participation sought.

The following table outlines the projected increase in organised tennis participation to 2021 by municipality.

Table 1. Projected number of organised tennis players in the region by municipality

Municipality	Projected Participants 2008	Projected Participants Organised 2021	Projected Participants Growth By 2021
Banyule	4,495	4,809	6.99%
Brimbank	6,810	7,055	3.60%
Darebin	4,951	5,420	9.47%
Hobson's Bay	3,199	3,479	8.75%
Hume	6,238	8,515	36.50%
Maribyrnong	2,495	2,781	11.46%
Melton	3,481	6,652	91.09%
Moonee Valley	4,014	4,205	4.76%
Moreland	5,289	5,870	10.99%
Nillumbik	2,442	2,522	3.28%
Whittlesea	5,259	8,582	63.19%
Wyndham	4,907	9,187	87.22%
Yarra	2,672	2,942	10.10%
Total	56,252	72,019	28.03%

⁸ National Centre for Culture and Recreation Statistics Women's participation in sport and physical activities, 2006 (based on 2001 census data).

⁹ National Centre for Culture and Recreation Statistics Women's participation in sport and physical activities, 2006 (based on 2001 census data).

The greatest potential increases in tennis participation, based on population growth and demographic profile, are likely to be in the municipalities of:

- Wyndham (4,280 players)
- Whittlesea (3,323 players)
- Melton (3,171 players), and
- Hume (2,277 players)

By 2021 Wyndham will have the highest number of potential tennis players (9,187, almost double the current number) if facilities and suitable opportunities are available, followed by Whittlesea with 8,582, and then Hume with 8,515.

Tennis club membership

Membership data is only available for clubs in the north west that are affiliated with TV. Accurate tennis club membership data is therefore not available for the entire region, as some clubs do not wish to affiliate with TV. Councils and Tennis Victoria should be encouraged to collect tennis player and membership numbers on a regular basis.

There are currently 14,000 TV affiliated club members in the north west region. This is expected to grow to over 18,000 by 2021. The following table shows this membership by municipality.

Banyule has the largest number of Tennis Victoria affiliated tennis club members (2,354) in any municipality in the region, whilst Maribyrnong has the least (466).

Table 2. Projected numbers of Tennis Victoria affiliated members by municipality

Municipality	Tennis Victoria Affiliated Members 2008	Projected Tennis Victoria Affiliated Members 2021
Banyule	2,354	2,518
Brimbank	1,064	1,102
Darebin	532	582
Hobson's Bay	1,237	1,345
Hume	1,277	1,743
Maribyrnong	466	519
Melton	689	1,317
Moonee Valley	2,102	2,202
Moreland	1,016	1,128
Nillumbik	1,565	1,616
Whittlesea	725	1,183
Wyndham	597	1,118
Yarra	680	749
Total	14,304	18,313

3.2 Supply of tennis facilities in the north west: overview

Number of tennis clubs and courts

Council facility inventories indicate that there are some 221 locations with public tennis facilities in the region, with a total of 839 courts. The majority are club courts, however there are 44 free access courts in the region; the majority are in Hume, Maribyrnong, Melton and Moonee Valley. There are two private indoor facilities in the region, one in Moonee Valley and one in Whittlesea.

In the last decade, a number of tennis clubs and courts have been lost to development. Most of these have been small clubs, private indoor facilities or church clubs.

Comparison of supply with available benchmarks

Tennis Victoria Facility Framework indicates that there is approximately one public tennis court to 1,289 people in Melbourne. Within the north west region, there are currently 1,790 people per tennis court.

To meet this metropolitan average of 1,289 people per court, an additional 326 courts would be required in the region now.

If this current average is applied to the 2021 projected population for the north west region, an additional 644 courts would be required by 2021 to maintain the current average provision of tennis courts for Melbourne.

The number of courts in only two municipalities in the region, meet this average supply of courts (Moonee Valley and Banyule). Interestingly, these two municipalities have a strong expressed demand for additional courts; have residents with generally higher socioeconomic profiles than the other municipalities, and will not have significant population growth.

It is assumed that there will be additional courts lost to development, and new courts will need to be provided in new development areas.

Generally, TV use a preferred benchmark of one court per 2000 population as a broad benchmark for provision, however in some circumstances a benchmark of one court per 1,500 population can also be used. The following table illustrates the number of courts required in the region using the benchmarks of one court per for 1,500 people, 2000 people and 2500 people.

Table 3. Comparison of numbers of people per court using Tennis Victoria's benchmarking 2021¹⁰

Municipality	1 court:1500 people		1 court:2000 people		1 court:2500 people	
	No.s of courts	Additional required	No.s of courts	Additional required	No.s of courts	Additional required
Banyule	86	-48	65	-69	52	-82
Brimbank	127	63	95	31	76	12
Darebin	99	54	74	29	60	15
Hobson's Bay	63	8	47	-8	38	-17
Hume	150	61	113	24	90	1
Maribyrnong	52	23	39	10	31	2
Melton	115	70	86	41	69	24
Moonee Valley	77	-12	57	-32	46	-43
Moreland	107	46	80	19	64	3
Nillumbik	45	-2	34	-13	27	-20
Whittlesea	151	69	113	31	91	9
Wyndham	161	93	121	53	97	29
Yarra	56	25	42	11	34	2
Total	1,289	449	966	127	773	-66

Only three Councils have identified that additional tennis facilities are planned at new locations:

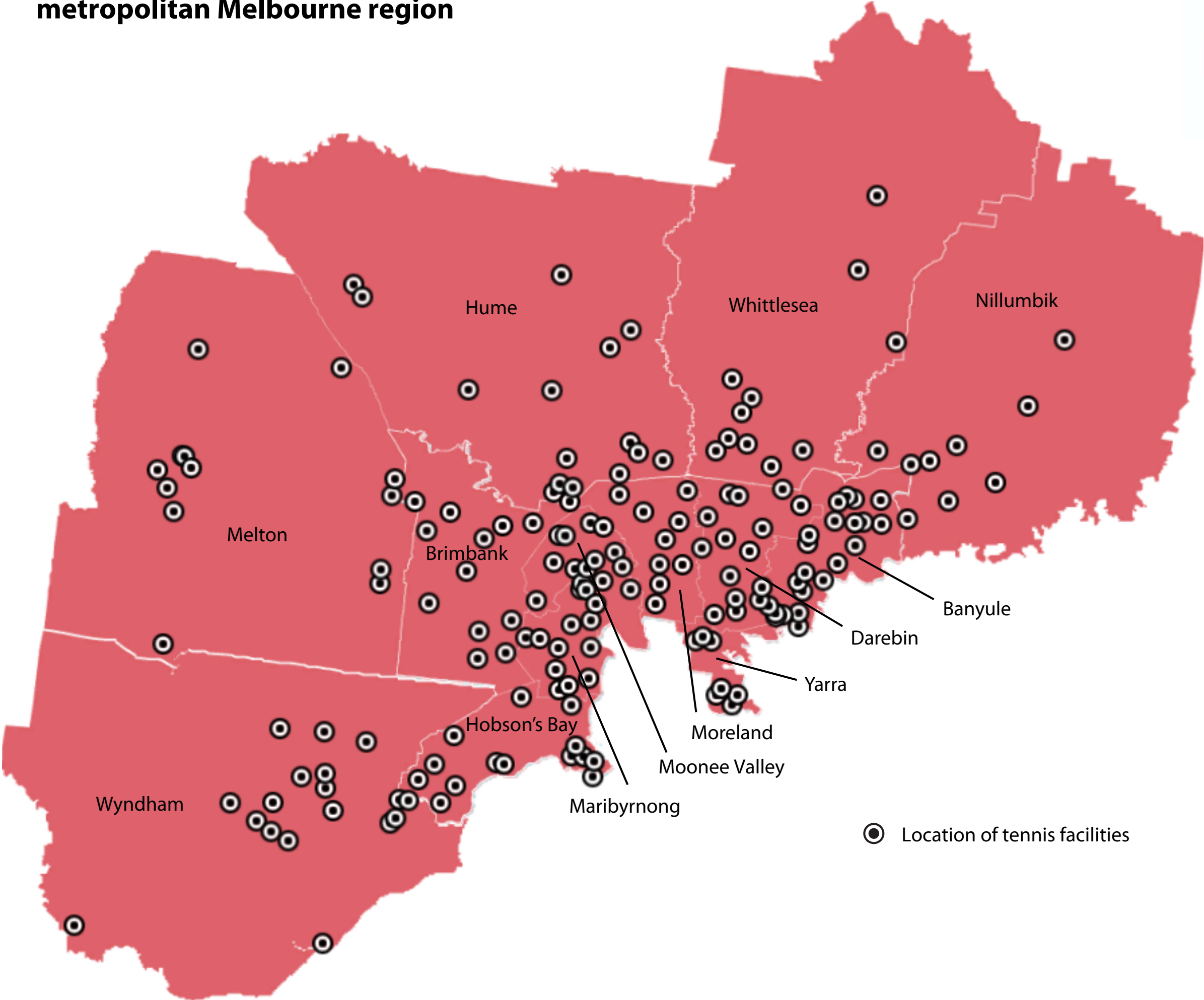
- The City of Wyndham is planning an additional 53 courts. These include a potential regional centre at Laurie Emmins Reserve with 24 courts. These also include two 12 court facilities, one at Point Cook Road Reserve, Point Cook and one at Wooten Road Reserve, Tarneit.
- City of Hume has identified developments to occur in Craigieburn North and Roxburgh Park.
- Whittlesea has identified additional tennis facility developments will occur in Mernda and other relocations and possible extensions are being investigated

The majority of clubs indicated that there is a demand for more courts at existing tennis centres. However, in many cases additional courts may not be possible in established areas (especially Moonee Valley, Hobsons Bay and Banyule) due to the size of the reserves in which they are located, and / or due to the pressure for facilities from other sports (eg soccer).

Map 1. Provided on the following page illustrates the distribution of tennis facilities across the north west.

¹⁰ Victoria in Future, Department of Sustainability and Environment, 2008

Map 1. Distribution of current public and private tennis facilities across the north west metropolitan Melbourne region



Numbers of courts per facility

Sunbury Lawn Tennis Club has the largest number of courts at any one centre in the region, at 16 courts.

The highest proportion of facilities have 4-7 courts (48.7% of facilities). When compared to the guide to the hierarchy of tennis facilities provided by Tennis Australia more than 40% of facilities have less than the minimum number of courts to meet the requirements for a local club facility.

In summary:

- Only one tennis facility in the region has 16 courts
- One facility has 12 to 15 courts
- 18 facilities (9.3%) have 8 to 11 courts
- 95 facilities (48.7%) have 4 to 7 courts.
- 85 facilities (43.6%) have up to three courts, and

The City of Maribyrnong has the lowest total number of courts of all municipalities in the north west region, with 29, however there are a number of large and small clubs, as well as the National Tennis Centre on the boundaries of the municipality, in the City of Melbourne.

Banyule has the largest number of locations where tennis is played with 29 sites.

The following table indicates the number of courts for each tennis facility in the north west, by municipality.

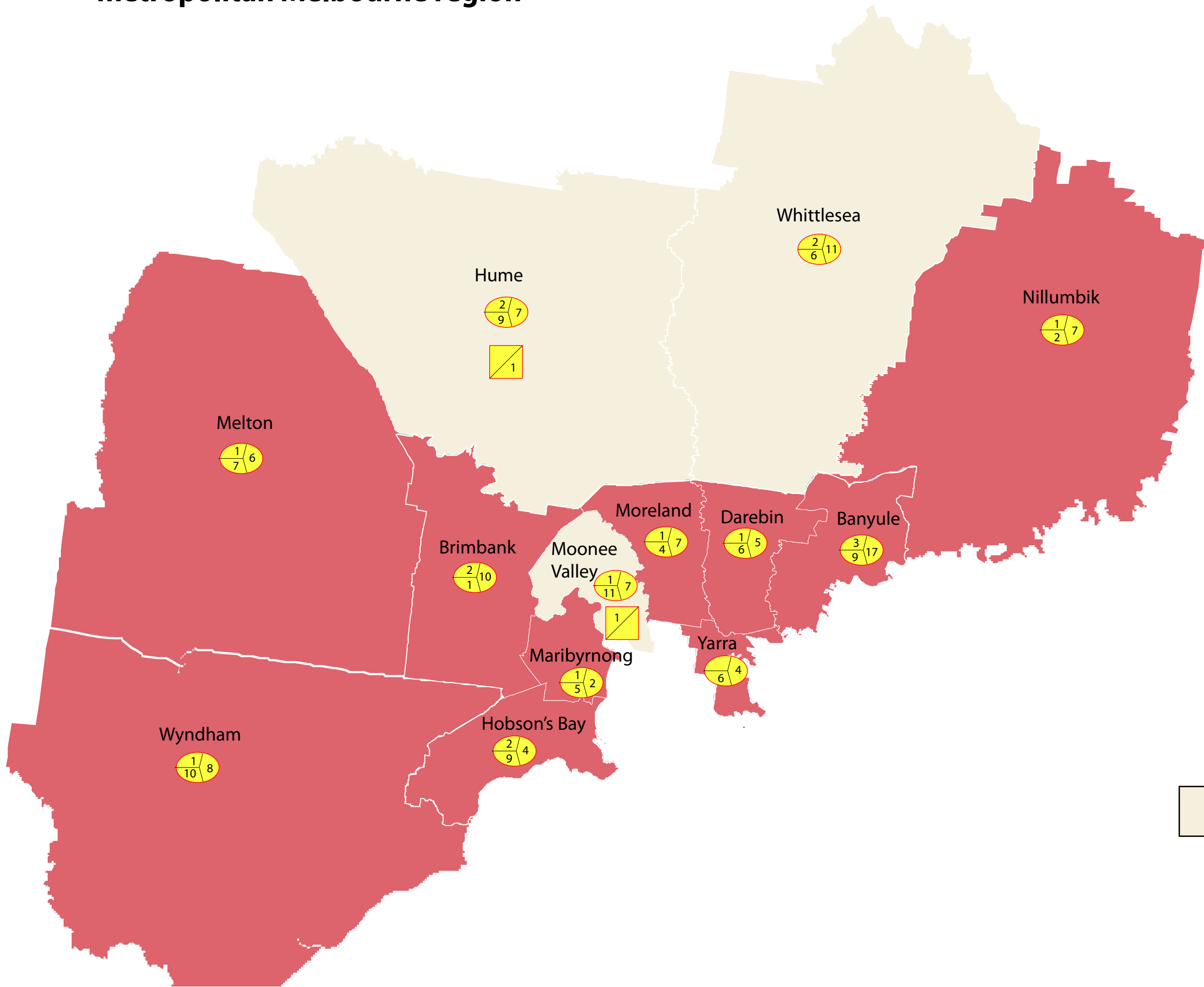
Table 4. Number of tennis courts per facility, by municipality

Municipality	No. of tennis courts per facility				
	<3	4 – 7	8 – 11	12 – 15	>16
Banyule	9	17	3		
Brimbank	1	10	2		
Darebin	6	5	1		
Hobsons Bay	9	4	2		
Hume	9	7	2		1 ¹¹
Maribyrnong	5	2	1		
Melton	7	6	1		
Moonee Valley	11	7	1	1	
Moreland	4	7	1		
Nillumbik	2	7	1		
Whittlesea	6	11	2		
Wyndham	10	8	1		
Yarra	6	4			
Total	85	95	18	1	1

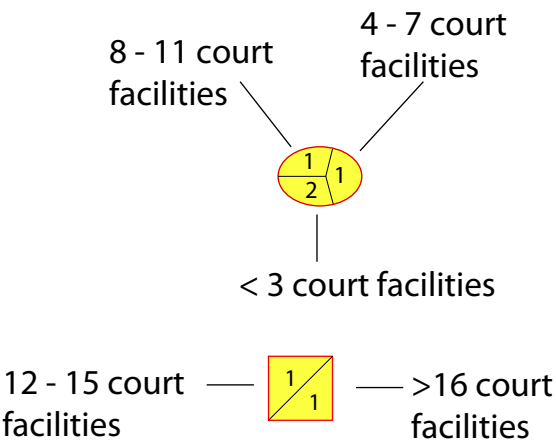
Map 2. on the following page, illustrates the distribution of tennis facilities across the region, by number of courts.

¹¹ It is noted that due to eight of these courts being grass, they are only operational for six months of the year.

Map 2. Distribution of current tennis facilities by number of courts across the north west metropolitan Melbourne region



Legend



L.G.A with 12+ court facilities

Tennis courts surfaces

The majority of courts in the region (approx. 40%) are not an International Tennis Federation (ITF) approved competition surface. Most of these are sand filled artificial grass (SFAG) or asphalt courts. Some 34% of courts are porous / en tout cas courts; 27% of courts are hard court, and <1% are lawn. There are very few cushioned acrylic surfaces in the region.

In recent years, a large number of courts have been converted from porous surfaces to SFAG, or other synthetic surfaces (such as "Classic Clay") as a result of pressure on volunteers and limited water resources to keep porous surfaces playable.

Sunbury Lawn Tennis Club has eight lawn tennis courts and is the only venue in the north west region with this surface.

Many clubs appear to have a preference for SFAG. This is for several reasons: older and social players consider such a surface to be easier on the body compared to hard courts. There is a perception by clubs and Council that minimal maintenance is required, compared to en tout cas surfaces, and funds to replace porous surfaces with SFAG have been available through government grants on the grounds of water saving, and through synthetic surfaces grants, whereas there have not been funds available for replacement or routine upgrade of porous courts.

There is some concern about the reduction in number of porous ITF surfaces in favour of SFAG, in terms of lifecycle and capital costs, as well as the impact on the success of talented players. This is discussed later in the document.

Some Councils have predominantly one type of court surface. For example, Banyule has only 28 of 134 courts that are not en tout cas. Melton has no porous courts. Hume has tennis courts in all surfaces but there are no more than twelve courts in any surface other than the 54 courts that are surfaced in SFAG.

TV aims to provide a balance of surfaces across the north west region in order to increase opportunities for participation and player development. It is recognised that fewer surfaces reduce these opportunities.

The following table shows the distribution of court surfaces by municipality.

Table 5. Number of court surfaces by municipality

Municipality	Hard court	Lawn	Porous	SFAG/other synthetic
Banyule	8	0	106	20
Brimbank	3	0	18	43
Darebin	5	0	29	11
Hobson's Bay	36	0	16	3
Hume	15	8	12	54
Maribyrnong	21	0	4	4
Melton	23	0	0	22
Moonee Valley	23	0	33	33
Moreland	5	0	30	26
Nillumbik	0	0	12	35
Whittlesea	22	0	10	50
Wyndham	57	0	11	0
Yarra	12	0	6	13.5
Total	230	8	287	314.5

Councils and clubs in the outer north show a trend for courts to be surfaced in SFAG, in comparison to the outer west that have predominantly hard courts. There is a general tendency amongst the inner clubs to have a porous surface.

The choice of surface is likely to be influenced by age, level of competition played and who provided them. For example, the majority of en-tout-cas surfaces are probably in older and stronger clubs. Many of the newer tennis facilities and those provided by developers are hard courts or SFAG. A number of en tout cas, have been converted to hard court or synthetic surfaces for ease of maintenance.

The maintenance of the natural surface courts (porous and lawn) is a major issue for some clubs and Councils. If they are to be retained for the benefit of player pathways to higher levels of competition, further advice about materials and maintenance methods and regimes as well as lifecycle costs will be required.

Councils appear to generally support clubs' preferences in regards to court surfaces, and the tendency towards SFAG appears closely related to the availability of funds for synthetic surfaces, as well as the perceived cost effective nature of the surface for clubs to maintain. However, the lack of cleaning and regular maintenance of SFAG is evident, and this reduces the effective life of the carpet and increases the capital cost of this surface compared to others.

The ability of the surface to contribute to the growth and development of players to move into higher levels of competition is not a consideration taken by most Councils or clubs in the region.

Tennis coaches interviewed for this project voiced a strong preference for porous courts for the development of players and player pathways. Others indicated that SFAG is an important surface for courts with a focus on participation programs and junior tennis lessons, as SFAG provides a better surety to play in all weathers and therefore enhances the viability of such centres.

There appears to be a trend in the region as exemplified by Council's capital works budgets, for en tout cas surfaces to be abandoned in favour of SFAG or "Classic Clay", or hard courts, when it comes to resurfacing.

Lighting and indoor tennis

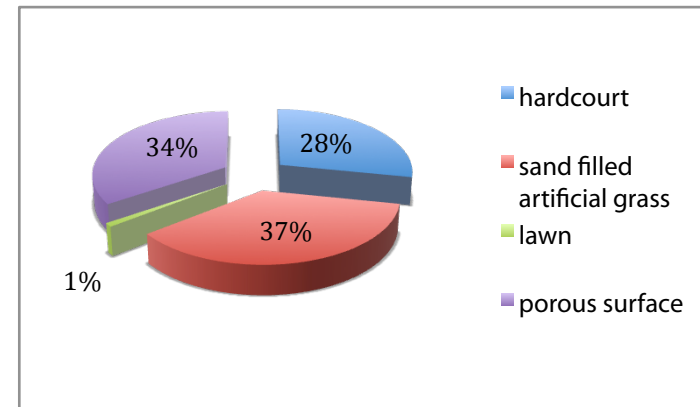
Sixty six percent of the courts in the region are lit. With the an increased trend toward mid weeknight competition and social night tennis, additional courts will need to be lit in order to meet demand, increase capacity of existing courts, as well as provide for coaching.

There are two indoor tennis centres in the region; the Tullamarine Indoor Tennis Centre, this is a four court private facility; and Leisure City Tennis in Epping, a private facility with five indoor courts (SFAG). A number of indoor sports courts that may have been used for tennis are now used for Futsal, and several other indoor centres have closed in recent years. The Riverside Golf and Tennis Centre have indicated a desire to have indoor or covered courts.

Coaches have identified that the carrying capacity of courts with surfaces other than SFAG, are significantly reduced due to weather, and hence the revenue potential of centres with ITF approved surfaces (ie not SFAG) are reduced unless they are indoors.

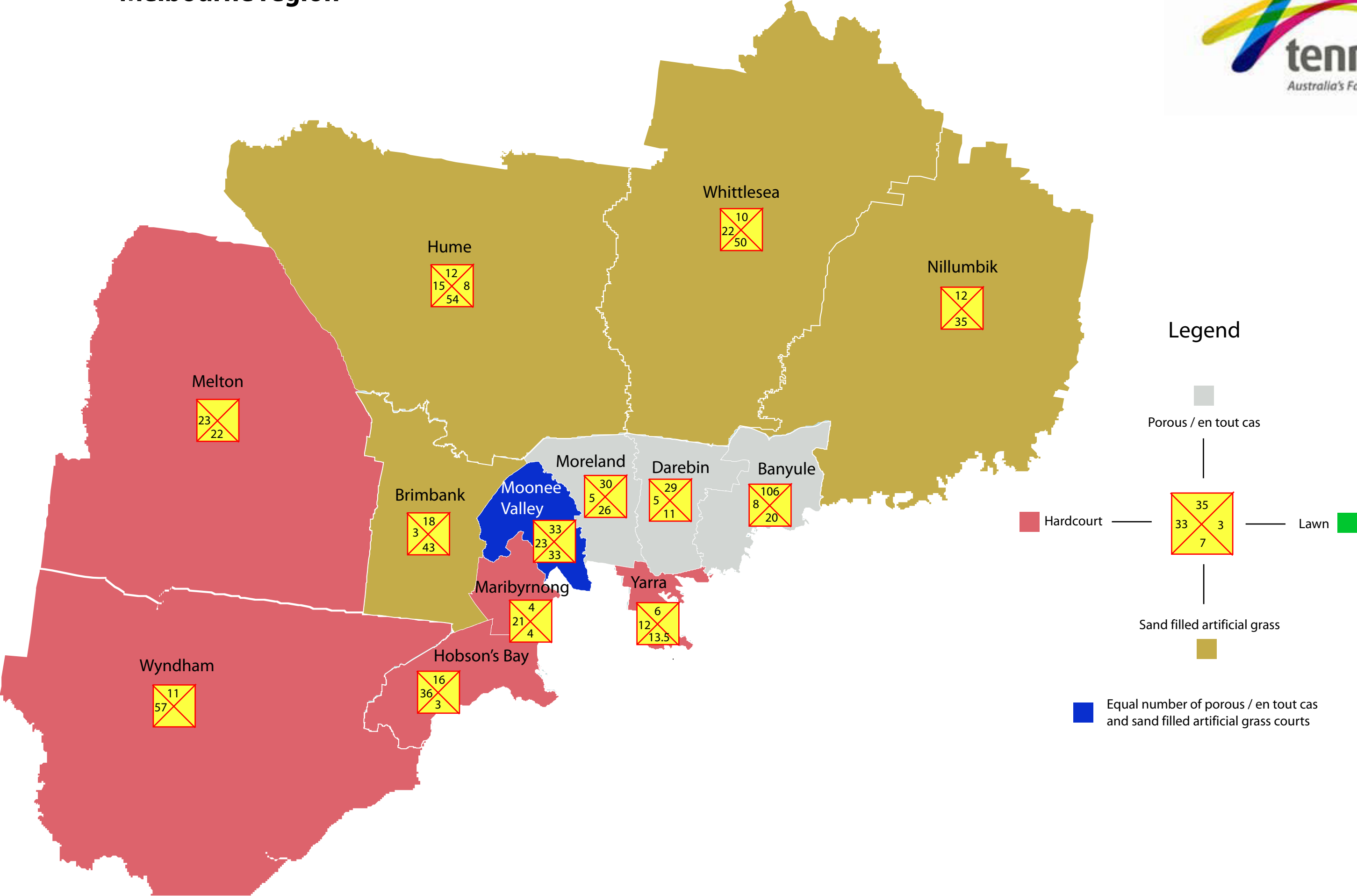
The following figure indicates the percentage of courts by surface type in the north west metropolitan region.

Figure 3. Percentage of surface types in the north west metropolitan region



The following map, Map 3. illustrates the distribution of tennis facilities by court surface type.

Map 3. Distribution of current tennis facilities by surface across the north west metropolitan Melbourne region



Legend

■ Porous / en tout cas

■ Hardcourt

■ Lawn

■ Sand filled artificial grass

■ Equal number of porous / en tout cas and sand filled artificial grass courts

4 KEY REGIONAL ISSUES

The key issues arising from this study are the need for:

1. Increased opportunities for participation in tennis
2. A hierarchy of facilities to assist growth and development
3. Improved condition of facilities and planned capital works
4. Increased professionalism in club management

An overview of each issue follows. Actions to address each issue are provided in each chapter. A list of all recommended actions is compiled in Chapter 6: Implementation and Actions.

4.1 Increasing opportunities for participation in tennis

Providing a better balance of club, social and programmed tennis opportunities and a stronger focus on player development by clubs will assist in increasing tennis participation in the region.

Other opportunities to increase participation in tennis have been identified in this plan. These include:

- Providing intervention to target population groups with low participation in tennis
- Ensuring more schools provide opportunities for children to learn and play tennis
- Increasing the quality and accessibility of infrastructure to enhance motivation to play
- Increase the retention of members in clubs
- Providing incentives through Councils' club occupancy agreements, to meet tennis's objectives locally
- Increasing the number of free access courts available
- Preventing further attrition of clubs, and
- Increasing of the number of courts with lighting to meet the demand for night tennis

These issues are outlined with specific actions on the following pages.

Providing intervention to target population groups with low participation in tennis

There are some barriers to people learning and being able to play tennis in the region. These include: those associated with socio/economic status and cultural background, and the suitability and the lack of awareness of facilities and clubs to include non members and people with a disability.

Court access for people with a disability is not easy in many facilities and many clubs identified that they were interested in providing inclusive opportunities, however they had not been approached, or there was a lack of demand from this market.

Many clubs said their clubrooms were not accessible to people using wheelchairs. In many cases, accessible toilets were installed, however to get there, door width may be inadequate or access to the building was a problem. Several centres in the region have relationship with Special Schools or services for people with a disability and some have built strong partnerships to deliver tennis for this market. Clubs said there was nothing for people in the region interested in wheelchair tennis – however Melbourne Park provides for this.

An access audit of facilities – especially those where clubs are willing to develop opportunities for people with a disability or that are close to special schools or other relevant service providers, should be a priority.

Further training for tennis clubs and their volunteers, about providing for, or running programs for, people with disabilities, should be provided as many people are not familiar with someone with a disability, and how they may include them. This may be as part of Good Sports program, Sports Connect or similar inclusive sport program for example, or made a requirement of funding or infrastructure upgrading programs. Tennis is a Special Olympics sport, however it is not offered in the north or the western region of Melbourne.

Actions: Interventions to target populations

1. **Councils and Tennis Victoria should be encouraged to collect and monitor tennis player and membership numbers, by target group, on a regular basis**
2. **Continue to encourage more females, older adults, people with low incomes and those born in non English speaking countries, to play tennis**
3. **Work with Council to support and promote the CALD (culturally and linguistically diverse) tennis programs**
4. **Audit tennis facilities commencing with facilities classified as Medium facilities in the hierarchy (and above) to ensure they are accessible to people with a disability**
5. **Continue to support clubs to deliver inclusive tennis opportunities (through the AAA programs, Sports Connect, and the development of partnerships with Special schools, Special Olympics and other service providers in this market)**

6. Ensure subregional and regional facilities provide opportunities for people with intellectual disabilities and users of wheelchairs

Ensure more schools provide opportunities for children to learn and play tennis

It appears that there are a diminishing number of schools who can provide tennis as a school sport, and who provide opportunities to learn tennis. Key factors in the decline in school tennis are: the lack of courts at schools or nearby, an insufficient number of courts at the one location that makes school tennis logistically difficult, and the cost of transport to get to courts.

In some cases a school is the only place students may have to experience tennis, particularly in lower socio economic areas.

TV offers a modified junior program 'Hot Shots' to schools and clubs that allow participation to occur in a modified format with modified equipment. Tennis courts are not required for this program, only a flat area such as a basketball court or car park area. The awareness of this program may need to be increased.

School Sports Victoria indicated that the school tennis competition is growing, with a further addition of regional level competitions to accommodate the demand.

Club facilities are used for district school competitions and larger facilities are being used for regional competitions. In the north west, Maribyrnong Park and Riverside Tennis and Golf Centre are used for these events. Currently the competition is split between venues, as there is no suitable venue with an appropriate number of courts. Schools Sports Victoria requires 16 courts to play finals. The provision of additional subregional tennis centres or a regional centre in the north west, would assist schools in providing competition tennis.

School Sports Victoria indicated that schools have a high level of responsibility for the development of sports such as tennis, and this can make a lasting impact through providing exposure of tennis to students.

There are several schools that have performance based school programs tennis, such as Bayside Tennis School at Bayside Secondary College, and Maribyrnong Secondary College. However other children in the region are known to be travelling to similar programs in Melbourne's east.

A number of private schools in the region have tennis courts. It is not known whether these are being utilised for any club based tennis activities.

Tennis clubs in the north west metropolitan region indicate that there is little interaction between clubs and schools.

For Councils wishing to support the ongoing development of tennis within their municipalities, there is an opportunity to link schools to clubs to provide more opportunities to learn tennis and increase participation. This is particularly important where there are a high proportion of residents born overseas who may not have an awareness of, or interest in tennis, and where the cost of private lessons may be prohibitive.

Clubs tend not to have the key individuals that can take the time to attract schools and organise programmes. Some clubs indicate that schools are difficult to manage: "the children need to be controlled and they damage the courts". In many cases, clubs rely on the club coach to provide programmes for schools.

Community tennis officers and staff employed at future subregional or regional tennis centres may assist schools to provide tennis opportunities to a broader range of children.

Actions: Plan for schools tennis

- 7. Encourage community tennis officers to work closely with Council recreation officers and schools to increase the number of schools providing tennis as a school sport, and provide links between school and clubs**
- 8. Consider the proximity to schools when planning any additional sites for tennis facilities**
- 9. Seek to develop relationships between clubs and local schools and ensure subregional and regional facilities develop a schools program**

10. Investigate any opportunities to utilise school courts for overflow and club and community use after hours
11. Work closely with the Tennis Academy at Bayside Secondary College and Maribyrnong Secondary College and local clubs, and investigate opportunities to share courts in off peak times

Increase the quality and accessibility of infrastructure and motivation for people to play tennis

There is a perception that many tennis clubs are not particularly welcoming due in part to the aging infrastructure, and membership focus. The aesthetic appeal of a facility is felt to go a long way to enticing people to participate in tennis.

The nature of tennis facilities is largely unchanged since they were provided. Some could be considered functionally obsolete. Few clubs say they can afford to keep their facilities in good condition, and few Councils in the region have asset management plans that include tennis facilities. The image of tennis facilities is likely to influence the public perception of the sport and the motivation for non members to play tennis.

Lack of an on-site management presence at tennis clubs is also deemed to be a hindrance to playing tennis and becoming involved within a tennis club. Without this management presence, individuals who wish to participate during non-peak times are generally left to the availability of a well-meaning volunteer who may or may not be available to open the facility.

In some cases, systems such as leaving keys at a local shop may be in place – however this is generally not the case. Inconvenient access does not only stop casual and social participants, but also community groups and schools who may see a vacant facility and find it appealing to use.

Additionally, if facilities appear ageing and damaged, non members and schools may not consider participating due to low perceived value and risks.

It is apparent that social and casual court usage is not a priority for many clubs, who appear to treat community access as a hindrance more than anything. This could be due to individuals that are required to open up having other commitments such as work, or are having to travel to the facility to open it. The lack of ability to conveniently book a court and knowing that such facilities can be used socially, is also likely to influence likelihood of community use of club tennis facilities.

Generally clubs have issues with social participation due to the damage they perceive occurs (particularly with en tout cas and sliding surface courts), as well as other facilities. However some clubs find that facilities are broken into, and fences are cut, in order for people to play casually.

Unless Councils provide incentives through policy or occupancy agreements to provide public access courts, and provide more courts in many instances – clubs cannot, or will not encourage public hire or social programs for non-members. Yarra City Council requires tennis clubs to have courts two available for public use and has developed management models to provide better access to courts for social participants. This includes the opportunity to book some courts online.

There is an opportunity to provide better access to courts and an awareness of the availability of courts for social play by providing one online booking system across the region. This should also include courts in the City of Melbourne.

Actions: Enhance facilities' quality and accessibility of infrastructure and motivation for people to play tennis

12. **Progressively upgrade selected small clubs to bring them up to a "local centre" with a minimum of four courts, with at least two of those lit**
13. **Assist clubs to provide more opportunities for social tennis and pathways for talented players to move from local clubs up to higher standards of performance without leaving the region**

14. **Provide incentives (or additional courts) to enable clubs to provide casual court hire and assist them to devise systems to encourage casual court access**
15. **Investigate technology based solutions that may better facilitate court hire (e.g. pin number security panel for courts like at a car wash)**
16. **Consider developing one online tennis court booking system across the region. This should also include courts in the City of Melbourne**

Increase the number of free access courts

All but three municipalities within the north west region, provide free access courts for public use. However, although most Councils maintained these facilities, they tend to be kept at minimum levels and sometimes are in disrepair.

There are 44 free access courts in the region; the majority are in Hume, Maribyrnong, Melton and Moonee Valley. Some schools have access to multipurpose courts but most do not have easy access to nets.

The following Councils did not provide for free access courts:

- Banyule
- Brimbank
- Nillumbik
- Yarra

In some municipalities, developers have provided one or two tennis courts in separate residential developments. Collectively this may become a problem when it means there a number of separate courts spread across a residential area but no new tennis complexes are provided that have a large number of courts together, and that may house a clubs or competitions. In these instances opportunities that a larger centre / club typically provide may not be provided.

Council's recreation or sports staff, in conjunction with statutory or strategic planning staff should ensure local tennis strategies are clear about what is required in the way of tennis provision in new residential areas, including how facilities should be distributed; the desirable surface, lights and associated facility requirements. Council should then advise and direct developers as to Councils future infrastructure requirements. This will ensure tennis facilities are of an appropriate form, built in appropriate locations, and will service existing and future tennis demand.

Actions: Increase the number of free access courts

- 17. Provide free access courts and hit up walls in selective areas to encourage social / family tennis**
- 18. Ensure tennis facility provision requirements for each municipality are documented, articulated in structure plans and development plans, and provided to developers to direct how tennis is provided in future residential developments**

Increase player and member retention

The retention of club members especially juniors has been identified as a considerable issue by many clubs. There is a considerable drop off by people in their late teens as they enter their VCE years and then university. This drop out rate is pronounced amongst teenage girls. A suggestion was made that if these groups can be kept playing past their teenage years and into their twenties, it is less likely that the sport will lose them.

There are several sub issues here; after sixteen years there tends to be a drop off in participation in organised sport across most codes. This is due to other priorities such as work, study and social or family commitments. In many cases clubs suggest that many tennis players return to tennis in later years. Secondly, sport is generally not compulsory from year ten in government schools and thirdly, clubs identified that most junior tennis is only doubles and many young players want to be able to play singles.

Most clubs consulted do not have a program to identify members who haven't renewed their membership, and they ask them why they haven't renewed and invite them back.

TV and Councils may be able to assist clubs to devise membership retention strategies.

Actions: Increase player and member retention

- 19. Investigate demands of tennis participants aged between 16 and 30 years (especially females) in order to develop appropriate products for this market and devise member retention strategies**
- 20. Encourage and assist clubs to target members who do not renew, seek to find out why they haven't renewed, and invite them back**

Optimise the value of occupancy agreements

The relationship between Councils and clubs vary in each of the 13 local government areas. The majority of Councils provide clubs with access to tennis facilities through individually negotiated lease agreements.

Most north west Councils wish to have a standardised lease agreement with tennis clubs. Many clubs, however, appear not to be in favour of this, for fear of losing what perceived rights and benefits they feel they currently receive.

Other Councils use alternative occupancy agreements:

- Hobsons Bay City Council have a combination of lease and general service agreements for tennis facilities
- The Shire of Melton have negotiated seasonal agreements with their tennis clubs
- The City of Wyndham have license agreements in place with their tennis clubs

One issue that has become apparent through the consultation for this project is the lack of understanding clubs have in regards to what they are expected to financially contribute in the way of capital, and maintenance to their facilities. This lack of clarity is impacting upon the ability of clubs to budget, secure funds and save for such projects.

Based on discussions with clubs and Councils (but without having access to occupancy agreements, due to client confidentiality) it appears that Councils are not using these agreements to provide incentives to encourage participation, or better manage facilities, clarify roles and responsibilities and guide the use of facilities by the public, or require clubs to provide sports development or inclusive programs.

Darebin Council has identified this as something to investigate.

Many clubs pay a small license fee to Council on the basis that they will pay most costs associated with maintenance of infrastructure. Many clubs said they simply can not raise sufficient funds to be able to keep pace with infrastructure upgrades and maintenance. The condition of infrastructure suggests that this may be the case.

This situation is complicated by the fact that many clubs (particularly in inner suburbs), are on crown land.

In some instances (such as in the City of Yarra) clubs have handed facilities back to Council to manage, whilst retaining club access.

In some instances tennis courts are provided in association with leisure centres or contracted out to a management company. In these instances coaches suggested that courts are rarely kept in good condition, and management arrangements should address this.

Some clubs proposed that if Council charged more for use they could afford to put more money back into the facilities, and also direct the clubs into 'participation' programmes.

Actions: Optimise the value of occupancy agreements

- 21. Encourage Councils to provide incentives in occupancy agreements to increase participation in tennis, and support the development of social; and club tennis**
- 22. Consider reviewing club, Council and contractor roles and responsibilities for infrastructure development and maintenance, to enhance efficiencies and ensure infrastructure is maintained in a suitable condition**

Prevent further attrition of clubs

The reduction of the number of clubs, particularly in the inner north west municipalities is of concern. A number of smaller clubs, particularly church clubs, have closed in the last decade, or the land with courts has been developed, necessitating the club to close. In some instances courts have been retained as free access courts when a club has closed its doors. It is likely that further school and church clubs will cease to exist because of the pressure to use land with courts for other purposes. This is putting pressure on other clubs who perceive that they are already at capacity and are unable to take any more new 'members'.

It is unlikely that Councils will be able to provide the number of new courts to meet the future demand from an additional 410,000 people expected to live in the region. With fewer clubs and sites where tennis is played, access to tennis will be less convenient and less equitable. The lack of local and conveniently located courts will provide a further discouragement to some people, who may otherwise play tennis.

Clubs provide considerable social capital benefit in addition to physical activity for many older people who are unlikely to move to other clubs or be able to travel to sites further afield, if their clubs ceases to exist. Hence it would be desirable for Councils to keep a watching brief on small clubs, church clubs and schools with courts, to assist them to become sustainable or accommodate them nearby should courts be lost.

Clubs with less than 150 members and less than four courts will always find it difficult to be able to manage as a viable club and keep infrastructure in a good condition. Moonee Valley has helped some of its smaller clubs to grow and become more sustainable.

Councils such as Moonee Valley, Darebin, and Yarra have limited courts and are landlocked. In these locations partnerships with other providers especially schools and adjacent municipalities will become increasingly important.

Key strategies that Council can assist small clubs to grow or make them more viable include:

- Assist clubs with club development advice
- Where possible increase the number and quality of courts at each site
- Ensure all courts are lit and encourage social and public hire at all locations
- Develop partnerships with other clubs, schools, after school care or other service providers that may use the courts
- Hire courts for sport club training, corporate event or personal training when clubs don't require courts for competition
- Ensure small courts are listed in online booking services
- Create partnerships with other sports clubs on the same reserve or nearby to develop a multi code sports club
- Prepare a business and marketing plan for the club and the facility

- Prepare and distribute publicity about the club, courts and any specific services offered
- Seek sponsorship from another successful local sports club (eg an AFL club)
- Publicise and hold a "come and try day" with the local primary school or local recreation centre or program
- Engage a volunteer to implement a membership retention and recruitment plan
- Work in partnership with Tennis Victoria who can support all of the above

One challenge for Council is having the resources to provide this level of service to clubs. Councils may have limited staff resources to deliver a number of these strategies.

Actions: Prevent further attrition of clubs

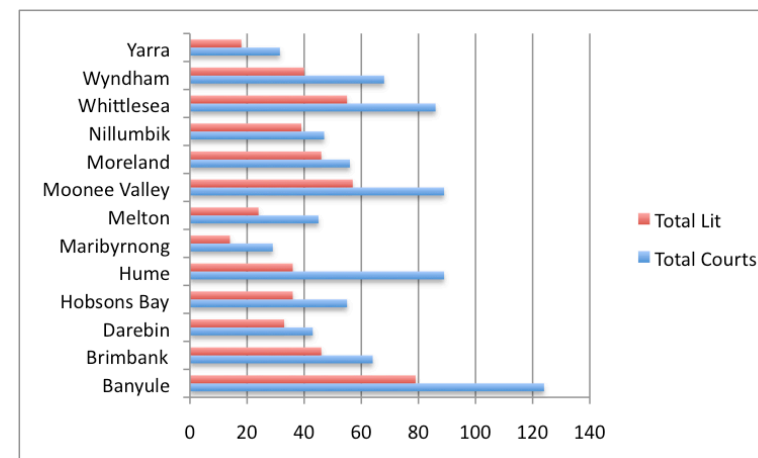
- 23. Encourage Councils to identify all local church tennis clubs and school tennis courts and develop a dialogue with those**
- 24. Seek to assist small clubs to grow and become more sustainable and arrest the decline in number of sites where tennis is offered. Where the future of clubs or courts are in doubt, work with the clubs to develop succession plans**

Lighting of additional courts

Approximately sixty six percent of tennis courts in the north west region are lit. The percentage of courts that are lit ranges from 48% in Maribyrnong to 84% in Moreland. The lack of lights hinders both social and competition participation tennis, and at night where there is greatest potential for growth and increased club revenue, and sustainability.

Table 3 shows the total number of courts within each municipality in comparison to how many of these courts are actually lit.

Table 6. Number of lit tennis courts compared to the total number of courts



Lack of lighting incurs substantial limitations to increasing tennis participation, and accommodating current competitions. An increase of lighting on existing facilities will allow clubs to provide more access to competition over multiple nights and lessen the current peaks on the weekend and on existing lit courts at night.

The indicative probable cost to light all non lit courts in the region is in order of \$25 million.

Some of the larger clubs with lights have expressed concern that the club is responsible for provision and maintenance of lighting. The concern is that clubs with less than 8 courts are not able to generate enough income from those to provide and maintain lights. The cost to play competitions at night under lights, especially for juniors is also a consideration.

A number of clubs say they have funded lights themselves and some have introduced levies on members to recently upgrade them. Some facilities have high floodlight towers that should be replaced with lower level, more energy efficient and environmentally sustainable lighting systems.

With an increase in the number of synthetic surfaced courts that will require significant capital to replace carpet every seven to 10 years, clubs will find it even more difficult to raise money for lighting, as these works need to be done by professionals.

Actions: Lighting of additional courts

- 25. Complete a lighting assessment of all courts in the north west region (where this has not been done) to ascertain current type, levels and quality of court lighting and prepare a program for lighting of all courts classified as local and above, as a priority**
- 26. Seek funding to increase the level of tennis court lighting in north west from 64% to 80% within 5 years**
- 27. Encourage Councils to review their policies on who is responsible for tennis court lighting, to enhance consistency and the condition of lights across the region**

4.2 A hierarchy of facilities to assist growth and development

The brief called for a review of current facilities against the facility hierarchy guidelines produced by TA and TV. It is recognised that these facility hierarchies are only intended as a guide. Also, the name of each of the levels of the facility hierarchy may not be the same as Councils use in classifying other sports facilities or open space, however three levels used in the hierarchy are generally adaptable to each Councils circumstance¹².

Currently there are no facilities that meet the requirements of a subregional or regional centre in the region.

This study found that there are considerable benefits of both applying a hierarchy as proposed by TA, as well as introducing facilities into the north west to meet the subregional and regional tennis facility level of the hierarchy.

¹² Council use for example hierarchies that include local (or neighbourhood) district (or subregional) and regional (or municipal) ports facilities or open space

This plan identifies the strong need for partnerships in order to develop a coordinated approach to facility development, in view of:

- The need to develop a good participation base for tennis
- The projected increase in population in the growth area Councils
- Constraints associated with the demographic profile of the population in the north west
- Aging infrastructure
- A reduced talent pool
- The need to enhance club management through expertise provided by TA (through increases the proportion of TV membership)
- Increasing demands on decreasing volunteer numbers

The benefits introducing subregional and regional centres into the region

The consultation found that coaches and most tennis stakeholders (with the exception of clubs), feel there is considerable demand for a regional tennis facility in the north west as clubs are not able to provide well for social /community hire and talented children are having to travel some distance to either Melbourne Park or Boroondara Tennis Centre. Coaches in particular support the provision of a venue for points tournaments in the north west, and the provision of porous/ sliding surfaces at such centres.

The benefits of introducing multiple subregional and one or more regional tennis centres in the north west are compelling. These centres will provide more courts, and more courts at the one location. This will allow for tournaments and school program opportunities; and courts for local club overflow. Subregional and regional centres will provide ITF approved surfaces that will allow for the development of talented players, and allow points tournaments to be run as well as a greater depth of competition in the region. Selective subregional or regional centres that have more courts are more likely to be more cost effective to manage; be able to have more business like approaches; provide management presence that better allows for public hire, a greater range of services and social tennis opportunities.

Therefore, these higher order centres will ensure that there is a good participation base, social tennis as well as club competition tennis, and provide better for talented players to move into higher levels of competition and if desired or able, higher performance levels.

The majority of clubs who made their views known are not convinced of the merit of introducing subregional or regional facilities into the north west and some Councils are not supportive as they see their core businesses as "community" tennis or only the foundation and participation levels of tennis.

All levels of tennis participation appear to need assistance in the north west. The main focus is currently on club activity and there is less provision for social tennis, development programs or higher levels of competition. This means there are: limited opportunities for (or encouragement of) non-competition and community court hire, and the encouragement of participation from CALD communities (who are less likely to participate in tennis); a relatively narrow depth in competition; and limited opportunities to play tournaments or move into higher tennis performance within the region.

There is a need for more courts at existing locations, in addition to several larger centres at new locations. There is also a need to address the carrying capacity in several municipalities and due to the growth in population projected for the region of some 410,000 people in the next ten or more years.

Regional centres will not provide competition to clubs as it is feared they will be growing and providing depth to the existing competition as well as being able to more easily facilitate public hire, and programs.

Should some small clubs continue to struggle with the role of the regional centre, it could potentially include management of small satellite venues where a club is no longer present.

A regional centre provides a good opportunity to illustrate a partnership between Tennis Australia, Tennis Victoria and local government in delivering all levels of tennis to the public, or the benefit of the community and tennis generally.

A regional centre will be able to assist in developing tennis in the region by guiding and providing assistance to other local and medium facilities.

The introduction of one or more regional centre would fill a number of needs in the north west, both at the lower social and community tennis participation and developing talent.

These needs include providing:

- Easy public hire opportunities and social tennis with comfortable social facilities, food and beverage etc. A management presence will make public hire convenient
- Accommodation for regional associations and the regional community tennis officer (recently appointed by TV)
- A venue for zone/regional school sport competitions
- For squads and regional development and high performance programs and activities.
- Overflow courts for clubs that do not have sufficient courts
- An ability to service clubs in the vicinity
- Hosting of regional tennis competitions
- A higher quality of facilities, services and programs than local clubs can
- Pathways for junior talented players to international competition
- A venue for TA sanctioned points tournaments
- Increased depth in competition in the region

- Opportunities for niche markets such as wheelchair tennis

Over the next ten years, TA would like to see in excess of 70 regional tennis facilities operating around Australia¹³.

For Councils a regional centre will offer a focus for communication with the sport of tennis, a support to local clubs, an easier way to focus programs, and an opportunity to partner with regional associations and Tennis Victoria programs.

TA believes that it is critical for the health of tennis as a whole that a hierarchy is developed and implemented in order to meet the needs of the sport and develop it as a whole.

TV has identified the north west as an area of priority for the potential development of at least one regional centre due to the absence in balance of what is currently available, and lack of participation, sports development and competition opportunities.

The following table outlines key elements (court characteristics) of tennis centres (incorporating tennis clubs) at each level of the Tennis Australia facility hierarchy¹⁴:

¹³ Tennis 2020: Facility Development and Management Framework for Australian Tennis, Tennis Australia, 2008

¹⁴ Tennis 2020: Facility Development and Management Framework for Australian Tennis, Tennis Australia, 2008. Pp 7-11

Table 7. Characteristics of facilities in the Tennis Australia facility hierarchy

Level of hierarchy	Indicative requirements to meet this level of facility
Regional Tennis Facility	<ul style="list-style-type: none"> ■ A minimum of 16 courts. ■ At least 75% of courts based on ITF surface code A (acrylic), F (clay), and H (lawn). ■ Each court floodlit to minimum ITF competition standards ■ A show court that can provide capacity for regional tournaments and events (not a priority in the region) ■ A clubhouse with change rooms and showers, café and or bar, on site management, meeting facilities, pro shop and onsite car parking
Sub-Regional Tennis Facility	<ul style="list-style-type: none"> ■ A minimum of 12 courts. ■ 75% of courts based on ITF surface code A (acrylic), F (clay) and H (lawn) ■ Each court floodlit to minimum ITF competition standard ■ A court with adequate seating for local tournaments and events (not a priority in the region)
Medium Tennis Facility	<ul style="list-style-type: none"> ■ A minimum of 8 courts, at least 75% of ITF surface code A (acrylic), F (clay) and H (lawn) ■ 50% of courts floodlit to minimum ITF competition standard
Local facility	<ul style="list-style-type: none"> ■ A minimum of 4 courts. 75% of courts based on ITF surface code A (acrylic), F (clay) and H (grass) ■ 50% of courts floodlit to minimum ITF competition standards

Tennis Australia has suggested a regional tennis centre should cater for other sports or activities, as well as tennis, and or desirably a part of a sport / recreation precinct.

A complete set of guidelines for the Tennis Australia facilities hierarchy is available in Appendix 2: Tennis Australia Facilities Development and Management Framework.

Actions: Promote the benefits of introducing subregional and regional centres into the region

28. Promote the benefits of introducing a hierarchy of tennis facilities for community and other levels of tennis, and the establishment of subregional and regional tennis facilities into the north west

Applying the TA facility hierarchy to the facilities in the north west

Based on the levels outlined above, only 90 tennis facilities in the north west region, (or approximately 44%) fit neatly into a level of TA's hierarchy of facilities.

Facilities meeting the TA hierarchy are shown below according to municipality and hierarchy.

Table 8. Numbers of facilities in the region that comply with Tennis Australia tennis facility hierarchy

Municipality	Local Facilities	Medium Facilities	Sub-regional facilities
Banyule	15	1	
Brimbank	10		
Darebin	0		
Hobsons Bay	4	1	
Hume	7	1	
Maribyrnong	1	1	
Melton	4	1	
Moonee Valley	6	1	1
Moreland	8		
Nillumbik	7	1	
Whittlesea	11		
Wyndham	5	1	
Yarra	3		
Total	81	8	1

Whilst the hierarchy was not meant to be an exacting way of categorising facilities, in this report we have used the TA facility hierarchy for several reasons:

- It is specific and therefore easier to apply than a more general categorization such as small, medium and large
- It was specific enough to allow the estimation of probable cost of works to comply with the hierarchy
- Applying the hierarchy does have a benefit in the north west, where there is a proliferation of facilities with a small number of courts, and a small number of medium facilities. Both these may be more viable and cater better for future demand if they had more courts each and met the hierarchy proposed

Due to detailed nature of the TA hierarchies, many clubs in the north west do not exactly fit the criteria for specific levels in the hierarchy. Overall, 41.5% of facilities that meet the criteria for one level of the hierarchy fit the definition of a “local” facility. A further 4.1% fit the criteria for a “medium” facility and less than 1% fit the criteria for “subregional” facilities. There are no facilities that can be defined as regional tennis facilities in north west metropolitan Melbourne using the TA criteria.

A number of clubs (including four existing clubs) have the potential to be regional or subregional facilities if:

- additional courts were provided
- a change in surface occurred
- additional facilities or services were provided.

TV has identified, through their *'Facilities Planning Framework'*¹⁵, the need to consolidate smaller facilities into regional centres as a strategy to develop tennis. However the project has found there is room for both smaller centres meeting neighbourhood demand as well as some larger centres.

The majority of facilities in the north west are eight to eleven courts (48.7%), followed by less than 4 court facilities which is 43.6%.

Distribution of facilities by hierarchy

Considering population growth and existing locations of tennis facilities, one new regional centre in Hume is proposed now, a possible second is proposed in the next 5 years and one or two in the following 5-10 years. Map 4. on the following page shows the current distribution of facilities by hierarchy.

Map 5. shows the indicative locations where an additional number of courts may be desirable, and those where an upgrade will be required to comply with facilities meeting a hierarchy. These have been nominated based on the nature of the facility and their likely catchments, to maximise accessibility, without impacting on viability.

¹⁵ Tennis Victoria Facilities Planning Framework', Stratcorp Consulting, 2008

TA hierarchy proposes a 15km catchment around each subregional or regional facility, and a catchment population of some 100,000 people for a subregional facility, or 200,000 for a regional facility. Considering the fit of subregional and regional facilities with potential centres in the north west, a ten kilometre travel catchment is more realistic as most families with a junior who seek high level competition may not be prepared to travel 15km several times a week to play tennis.

These catchments have been mapped around potential locations for upgraded or new centres (see Maps 6 and 7 on the following pages). As can be expected the innermost facilities have a larger population catchment with a 10 km radius. That will mean they have less competition for players.

Based on the distance catchment for facilities proposed as subregional or regional facilities, the identified locations will cater for the majority of the current population with the exception of a small area in the north of Wyndham and the south east of Melton.

TA foresees that regional tennis facilities will be integral to the development pathways for tennis players, from the community participation level to a higher level of training of representative players, as well as allowing regional tournaments to occur. This will enable an increase in the quality of players who may represent the state or Australia in years to come. Appendix 3: Tennis Development Pathway, depicts the TV development pathway from grassroots participation to an elite level.

To assess the likely numbers of facilities at different hierarchies, a number of factors were taken into consideration. These included:

- the best fit level of the hierarchy
- the likely catchment of each tennis facility to provide a good of distribution of courts with approved ITF surfaces
- the location of existing centres including large, or private/ indoor centres such as Epping; the Boroondara Regional Tennis Centre; and the Melbourne Park (National) Tennis Centre
- the distance and population catchments around existing and proposed facilities

Actions: Applying the TA facility hierarchy to the facilities in the north west

29. **Seek to increase the numbers of courts and services at tennis facilities to better reflect the facility hierarchy guidelines of Tennis Australia/Victoria**
30. **Upgrade select facilities to comply with the Tennis Australia hierarchy**

The provision of additional tennis courts

There is a need to provide additional tennis courts to serve the new residents that will move into the region, as well as to make the existing complexes more viable and support a range of different types of tennis players.

New courts will need to cater to the potential demand (for both competition players and social players) and provide a more equitable distribution of courts to cover the growth areas.

Seeking to increase the number of courts at most venues is likely to be a more successful strategy to meet demand, than increasing the number of clubs. This is for a number of reasons:

- More courts mean a greater likelihood of being able to meet TA's hierarchical requirements (especially surface requirements) and hence meet casual players, clubs and development player needs
- More courts mean that a club can be larger, however this does not necessarily mean it will be more sustainable. Management, demographic preferences for different sports, socioeconomic status, catchments and other factors may all impact on the sustainability of a club
- Larger clubs are more likely to be able to meet the demand for competition and social tennis than small clubs

- The costs to manage courts and run a club will be proportionate less per court if there are larger numbers of courts at one club, rather than two clubs each with a smaller number of courts
- It will be more likely that funds and land will be available for the expansion of one court here and there, rather than a major new centre in most municipalities
- A large membership enables clubs to have access to a larger pool of volunteers and a better skill base than smaller clubs
- Large clubs are more likely than small venues, to be able to become affiliated members of Tennis Victoria and therefore have access to a range of services that will further assist with viability and professional management of a club
- It will not be possible in many established areas to find available land to increase the number of tennis facility sites as population density increases
- In terms of infrastructure provision and maintenance, greater economies of scale can be realised with a larger number of courts and fewer support facilities (i.e. clubhouse)
- Schools need multiple courts together to enable them to offer tennis as a sport

In addition to wanting to increase the number of courts and locations where tennis is played in growth areas, it is essential that the existing number of sites on public land in more established areas be maintained. This will maintain accessibility to tennis courts as populations age and support social and community level participation. If this does not occur a further decline in tennis participation rates may be expected.

The ideal scenario to address both wants is to:

- a) provide new large subregional and above centres on the fringe of the region (which are unlikely to be able to be served by a good distribution of competition courts close to very home due to the reality that public transport and densities will not be sufficient to sustain a large number of small clubs) and
- b) seek to increase the number of courts at existing centres in existing areas where there is the population and a club to support them, and where the club and participants will benefit from more economically and better service. Facilities that have less than four courts may find it difficult to sustain a club of a viable size, and provide opportunities for social participation and membership services. This will have a negative impact on the facility's ability to generate income to sustain itself, provide a good base of volunteers and run any participation oriented programs

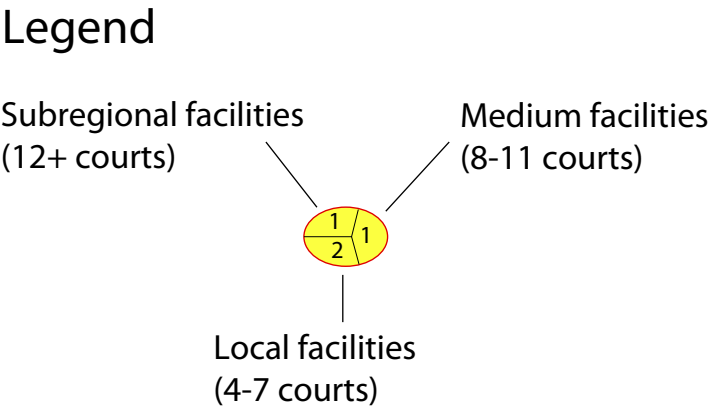
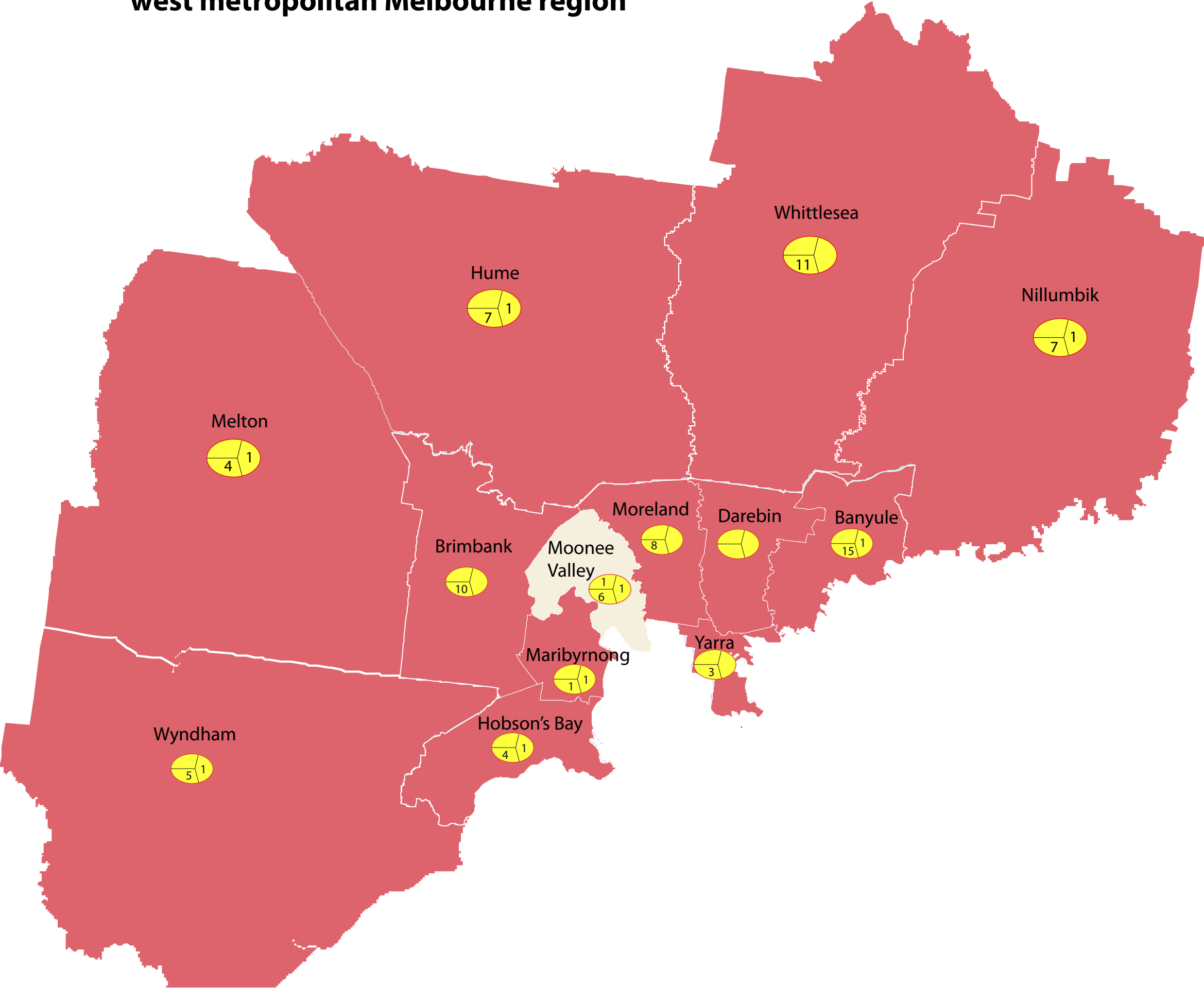
If all Council tennis facilities were to be brought in line with Tennis Australia's facilities framework, at a level based upon the category closest to their current size, (and excluding small church based clubs, and those where there is no space to expand) the following could result:

- The number of local centres could increase from 81 up to 92
- The number of medium sized centres would increase from 8 to 22
- The number of subregional centres would increase from 1 to four (possibly at Sunbury Lawn Tennis Club, West Melton, Riverside Golf and Tennis Centre, and Altona Tennis Club), and increase the number of courts by a further 59 courts

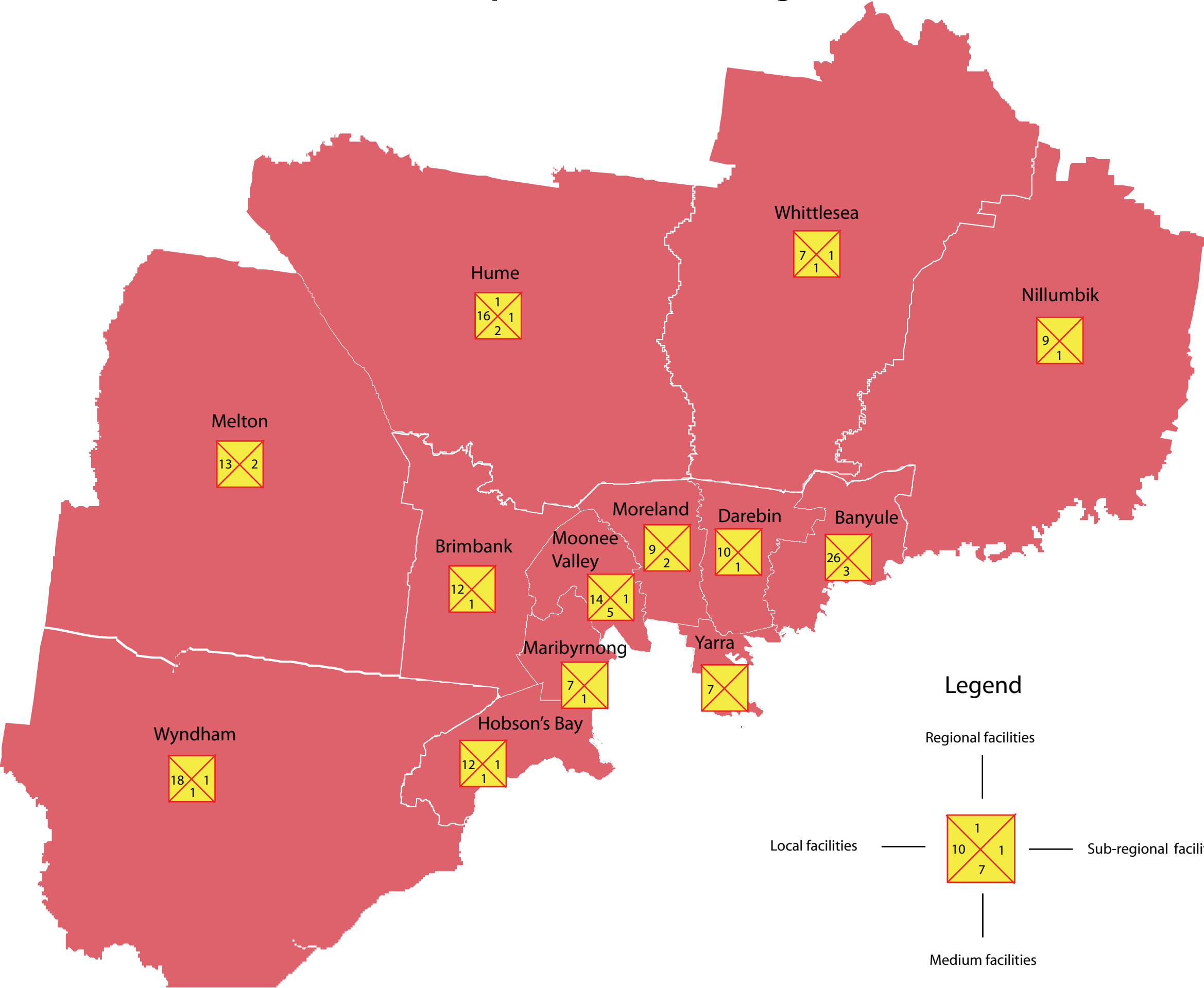
Actions: Provide additional courts

- 31. Seek to provide additional courts at existing tennis facilities to create twenty medium tennis centres in the north west, and four or more subregional centres**
- 32. Seek to provide one regional centre in the north west in the short term, and up to two additional regional facilities in the long term, where feasible**
- 33. Ensure all clubs can provide convenient access for social participation, and affordable club access for over flow for other clubs**

Map 4. Distribution of current tennis facilities by Tennis Australia hierarchy across the north west metropolitan Melbourne region



Map 5. Tennis facilities recommended for upgrade based on Tennis Australia hierarchy across the north west metropolitan Melbourne region



Possible locations of sub regional and regional tennis facilities

There is less demand for a regional centre in the north and north east than in the west, as Moonee Valley and the northern eastern municipalities access to Melbourne Park or Boroondara Tennis Centre is relatively easy and the population growth that will require additional provision will be more significant in the municipalities of Wyndham, Whittlesea, Hume, and Melton.

Clubs in Banyule indicated a considerable demand for courts to house their current competitions, however the lack of available courts in established areas may be in part resolved by rescheduling junior competitions.

In addition to those requirements set out by TA other locational criteria for a regional centre are:

- Being relatively central to the population it will serve
- Location within a growth area
- Location in a Transit city or on a train line
- Location not far from a freeway or ring road
- Relatively close to a public secondary school
- On a relatively prominent site
- Large enough to meet the requirements in the TA hierarchy i.e. provide for 16 courts or more courts
- Location within a community hub

- Located so as to have access to recycled water, especially if court surfaces include clay or lawn
- Additional space identified for future growth
- If there are to be more than one regional facilities they should be equitably distributed

Councils have identified four potential sites for a regional centre in the north west. These are as follows:

- The City of Wyndham is currently investigating the feasibility of a regional facility at Lawrie Emmins Reserve (Laverton North). A 24-court facility with a variety of surfaces, is being proposed, with a clubhouse that includes a café and pro shop
- Whittlesea City Council has recently undertaken feasibility study into the suitability of a reserve in Lalor as the site for a regional tennis centre. Opportunities for this to be developed may include the soon to be closed Lalor Secondary College or Huskisson Reserve (currently the home of West Lalor Tennis Club)
- Hume City Council is considering the provision of a regional tennis facility north west of the town centre in Craigieburn North
- Melton Shire Council has suggested Caroline Springs and Toolern Vale as potential sites for a future regional centre

Sunbury Lawn Tennis Club and the Riverside Golf and Tennis Centre are the closest facilities to a regional centre in the region.

- Riverside Golf and Tennis Centre is a privately run facility leased from Moonee Valley City Council. It has 12 courts, however it exhibits some characteristics of a regional centre in that it has on site management, a function centre and performance based programs, as well as ITF approved competition surfaces. The centre is progressively resurfacing their courts to provide more ITF approved surfaces in order to be able to conduct regional points tournaments. Due to the nature of the facility and its location, it maybe classified as a subregional centre
- Sunbury Lawn Tennis Club already has 16 courts. Eight courts are lawn, and although this is a competitive strength it means they are only available for six months of the year, and only during the day. Due to the smaller population catchment around this location, and its fringe location in the region, it may be best to develop this to a subregional level (not a regional level)

Several clubs have also identified an interest in being able to develop / expand regional facilities. These include:

- Sunbury Lawn Tennis Club. The club has expressed a keen interest in becoming a regional centre due to its current location and facilities

- West Lalor Tennis Club in Huskisson Avenue, Lalor would like to develop their club into a regional centre. Due to the established nature of the setting, and proximity to Boroondara Regional Tennis Centre, and the number of tennis opportunities in the vicinity it is suggested that a subregional facility in this vicinity would be more appropriate, if feasible.

City of Moreland is planning to develop a “municipal scale” (sub-regional) facility in Coburg. The facility will be built to the TA specifications including: a minimum of 12 courts, a mixture of surfaces, and a show court.

If select facilities were upgraded to meet the TA hierarchy then it would be desirable to provide additional subregional or regional centres in the following locations:

- Two subregional centres in the Shire Melton long term (eg one in west Melton, and one Caroline Springs)
- One regional centre in the City of Whittlesea longer term and/or several subregional facilities. Feasibility studies should investigate Lalor / South Morang / Mernda
- One subregional centre in Moonee Valley (Riverside)
- One subregional (or regional centre in the long term in Wyndham (in the vicinity of Laverton North if feasible)
- One subregional centre in Hobsons Bay (in Altona)
- One subregional centre in Hume (Sunbury), and
- One regional centre in Hume (Craigieburn)

As a minimum it is recommended that the municipalities of Melton, Wyndham and Whittlesea provide one tennis new complex of a subregional standard each and Hume provides one to a regional standard, by 2021, to meet the demand stimulated by population growth. If each of the subregional facilities was 16 courts and the regional centre 24 courts, a total of 78 courts could be provided in this scenario.

A 'Municipal level' facility is proposed by Moreland in Coburg (a medium or subregional standard).

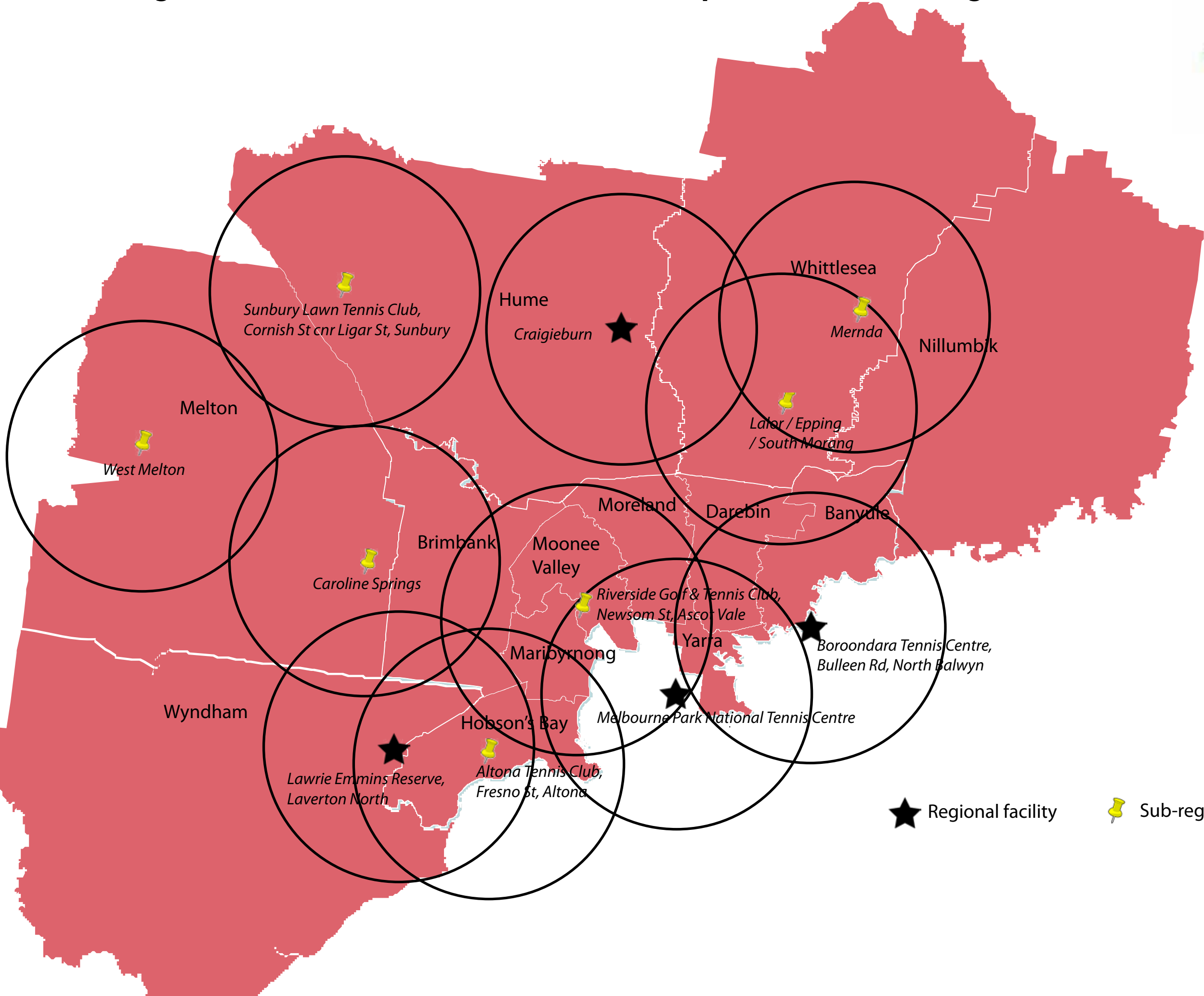
Map 6. shows indicative locations of these subregional and regional facilities with 10km catchments around them.

Map 7. shows the likely population catchments around each. This distribution of facilities will ensure that the current and proposed population will be able to support the sustainability of subregional and regional centres, and there are no gaps in service provision to the population.

Action: Equitably distribute subregional and regional tennis centres

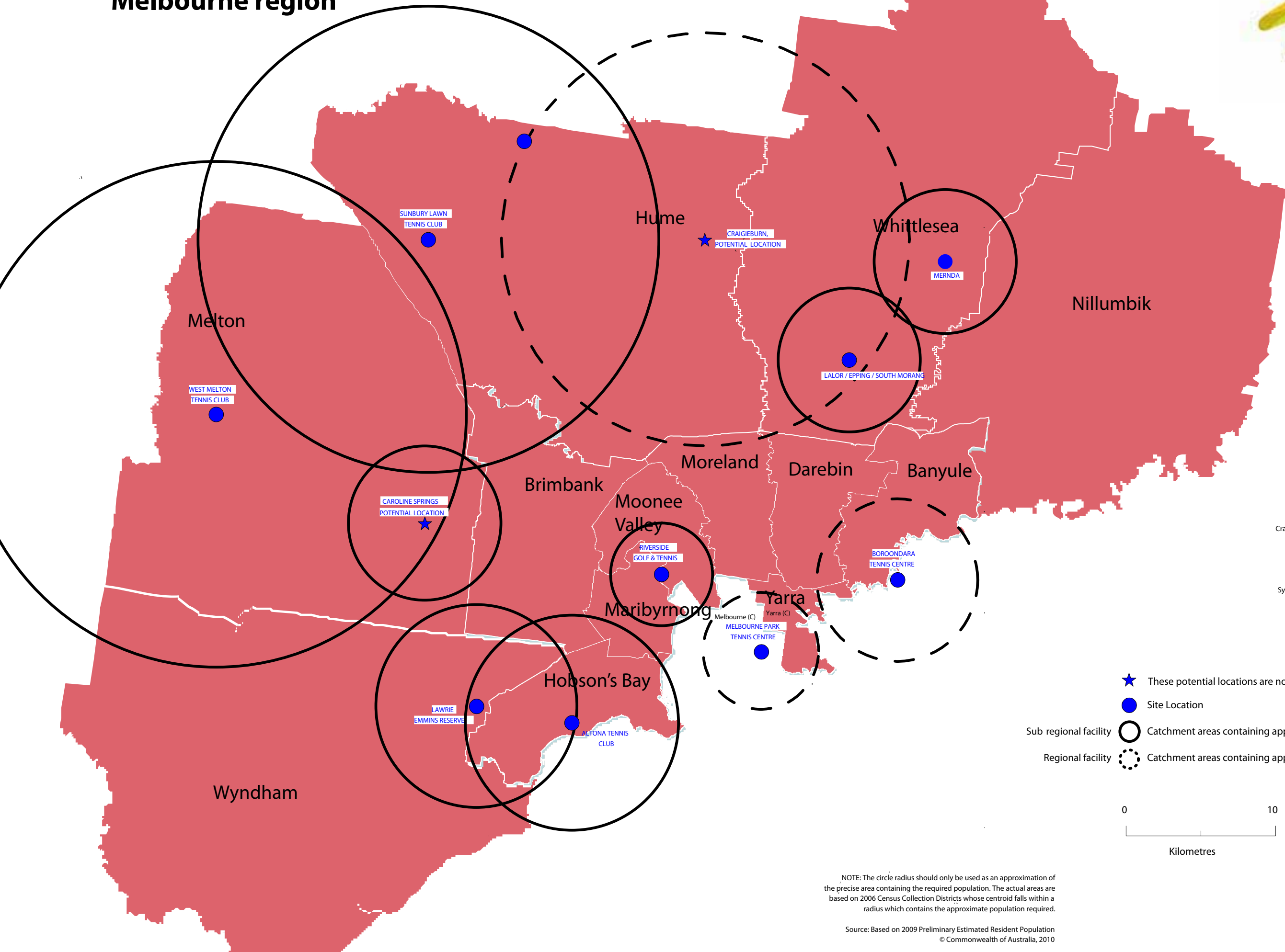
- 34. In the short term, seek to provide one tennis new complex of a subregional standard in each of the municipalities of Melton, Wyndham and Whittlesea, and one regional tennis centre in Hume City Council**
- 35. Seek to upgrade existing facilities to meet at least a subregional standard in Moonee Valley, Hume and Hobsons Bay**

Map 6. 10km catchments around indicative locations of recommended sub regional and regional facilities across the north west metropolitan Melbourne region



★ Regional facility 📌 Sub-regional facility

Map 7. Population catchments around indicative locations of recommended sub regional and regional tennis facilities across the north west metropolitan Melbourne region



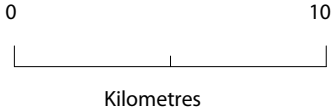
Location	Radius	Population
Altona Tennis Club	7.1 kms	100157
Boroondara Tennis	5.4 kms	199147
Craigieburn - potential location	13.6 kms	202124
Lawrie Emmins Reserve	6.7 kms	99419
Leisure City Tennis	5.1 kms	99669
Melbourne Park	3.9 kms	200065
Riverside Golf & Tennis	3.4 kms	101669
Sunbury Tennis Club	15.4 kms	100418
Sydenham - potential location	5.1 kms	101458
West Lalor Tennis	4.8 kms	101472
West Melton Tennis Club	16.7 kms	99137

★ These potential locations are not yet confirmed

● Site Location

Sub regional facility ○ Catchment areas containing approximately 100,000 resident population

Regional facility ⦿ Catchment areas containing approximately 200,000 resident population



NOTE: The circle radius should only be used as an approximation of the precise area containing the required population. The actual areas are based on 2006 Census Collection Districts whose centroid falls within a radius which contains the approximate population required.

Source: Based on 2009 Preliminary Estimated Resident Population
© Commonwealth of Australia, 2010



Probable cost of upgrading facilities to include higher order facilities

The following table provides a summary of the number of existing facilities by classification and indicative probable costs to upgrade each to comply with a level in the TA hierarchy, by municipality.

Costs provided are probable costs only, based on typical costs per square metre / by courts etc. as they do not take into account specific site characteristics or conditions. Hence cost provided should only be used as a guide. Many issues such as fencing, site constraints and surface selection and design will impact upon these costs.

Funding of development works are discussed in Chapter 4.3. It is proposed that future works maybe subject to a funding program negotiated between the State Government and Tennis Australia / Victoria. In addition, it is assumed that most developments will be joint developments that may include local and state government, Tennis Victoria/ Australia and possibly club, school or developer funds.

Table 9. Indicative probable costs of upgrading facilities to comply with TA hierarchy

LGA	Local	Medium	Sub-regional	Regional	Indicative probable costs
Banyule	17	2			\$421,100.00
Brimbank	9	2			\$552,000.00
Darebin	7	1			\$156,000.00
Hobsons Bay	7	1	1		\$1,936,500.00
Hume	5	4	1		\$1,350,000.00
Maribyrnong	3	1			\$510,000.00
Melton	4	2	1		\$1,084,000.00
Moonee Valley	7	1	1		\$566,000.00
Moreland	9	2			\$367,000.00
Nillumbik	9	1			\$267,000.00
Whittlesea	7	4			\$264,000.00
Wyndham	7	1			\$890,000.00
Yarra	1				\$114,000.00
Total	92	22	4	0	\$8,477,600

Relationships between a regional facility and clubs

Most clubs indicated a concern that a regional centre would take members away from existing clubs. It is not however, envisaged that a regional centre would be a club, although clubs may use the centre.

To respond to issues raised, it is suggested that the catchment of such a centre:

- Minimize the impact on other centres
- That the first regional centre in the north west be a greenfield development without an existing club
- And that a management model for the facilities be devised to minimise membership drain from other clubs

Much of the discussion with clubs has occurred around the impact a regional centre would have upon smaller tennis clubs. Clubs generally felt that such a facility would attract members from their own club and therefore jeopardise the future of nearby clubs.

Many clubs agreed that such a facility would be used as an overflow facility, but that it wouldn't be able to offer the clubs and community environment that traditionally smaller clubs provide. Without a model of management being offered it was generally agreed that a regional facility would be commercially managed and therefore not be the warm and welcoming place that a club is.

If a number of subregional and regional facilities were developed at the same time there may be value in the officers of the relevant Councils communicating closely about how such facilities can be developed and managed to the benefit, rather than the detriment of other existing clubs.

Similarly, there would be a benefit of all Councils in the region being party to the endorsement of the location for such facilities, to ensure the viability of centres are protected.

Actions: Develop relationships between a regional facility and clubs

- 36. Work with Councils in the north west to provide a coordinated approach to the development of subregional and regional tennis facilities**
- 37. Develop a network of recreation officers to assist in the role out of this plan (and subregional and regional tennis centres in the region) and ensure that the package of these, and the locations of the centres benefit the region as a whole**
- 38. Work with Clubs to develop a network amongst existing facilities with the same hierarchy; especially subregional facilities**

Success criteria for a regional facility

Through the consultation process a number of 'success factors' relating to a regional facility came to light. These were:

- An appropriate surface to be used that would allow for the development of elite tennis players though could also accommodate club and casual participants. (There was no consensus in the consultation for this project on surface type for specific future regional facilities, however there was a leaning towards en tout cas by coaches and senior participants. There was little interest in hard courts, including cushioned acrylics)
- Provide elite and development squad opportunities
- Create a greater depth of competition for players in the north west region, where it appears to be regarded as generally low
- Such a facility could be able to house an association
- Provide more than one coach, and allow other coaches to use the venue to coach their players. (This recognises that players who wish to train and play at this centre may already have their own coaches)
- To be able to host points TA / TV sanctioned (ranked) tournaments
- To be accessible by public transport, bus and car parking,
- Provide a high level of amenity for participants, spectators, school children and parents, including shelter from wind, sun and rain

- Be designed to be able to facilitate running high level tournaments, efficiently
- Be financially accessible to the target markets and not price itself out of the market, detrimentally impacting upon increasing participation
- Offer a subsidised rate for clubs to use as an overflow for competitions
- Include community strengthening elements such as multi-purpose rooms for other community groups
- Provide easy access for social tennis and community hirers and is welcoming for non members

Actions: Develop success criteria for a regional facility

39. **Assist Councils to collectively develop principles and success criteria for the operation of regional and subregional tennis facilities in the north west, and seek a balance between community and player development, and club and association use**
40. **Devise a policy to ensure the needs of community, /social players, clubs, associations, coaches and TV point's tournaments, are met in a regional tennis facility, in a fair and equitable manner**

Regional tennis centre management model

No one regional centre management model will suit all Councils or all situations. There are a number of management models in place at existing regional centres across Australia.

Appendix 4 provides information relating to a number of other regional centres.

The main management models have variations that are likely to include differences in land ownership, nature of occupancy agreement/ nature of contract, nature of management entity etc.

Examples of different management arrangements include:

Bendigo VIC: Managed by an association. Facility is leased from Council.

Pakenham VIC: Owned and operated by Council, and staffed by Council employees.

Gosford NSW: State and federal government land - leased administered by Council, to Gosford District Tennis Association who contracts the management under a licence to a commercial operator.

Newcastle NSW: Leased by Tennis Association from a state tennis trust. Facility components like the licensed club and the pro shop are sub let.

Bernie TAS: Run by a committee of management on behalf of Council.

Launceston TAS: Council land leased to Tennis Tas and sub let to commercial operator. Management committee oversees asset management plan.

The funding of regional tennis centres also varies. One of the most recent developments: Pakenham Regional Tennis Centre was funded from Council, State Government (SRV) and Tennis Australia.

Clubs consulted in this project generally felt that a regional centre would either be a commercially run facility (that would have 'no soul or warmth') or a club (that would draw members from other clubs). The management of such a facility by a typical not for profit provider (as would manage a leisure centre) was not considered desirable by coaches or clubs.

Other regional centres have successfully separated the operation of the centre from the management of the infrastructure. Launceston regional tennis centre (which is currently under construction), is leased by Council to Tennis TAS. Management is sub let to a private operator. Asset management is overseen by a separate committee.

Whilst TA and TV may have involvement in the centre, they would not have a direct management role, as in previous models. Community tennis officers or development officers, and local Tennis Associations could however be located at such a centre. A professional manager would need to be employed to run such a facility (whether a contactor or employee), and this person would need to be on site to cater for the needs of clubs, coaches, tennis players and casual participants.

Tennis clubs consulted in this project suggested that clubs in the locality should have 'fair access', and that they would like to have their say as to the running of such a facility, potentially through a seat on a management committee.

A 'one size fits all' management model cannot be suggested within this strategy. A management model will be dependant upon the facility, community, local resources, Council operations and policy, and as such the model will need to be varied between any sites suggested.

Actions: Develop a regional tennis centre management model

- 41. Ensure the management model for a regional facility provides benefits to social players, community clubs and talent identification and development, and does not drain members from other clubs**
- 42. Prepare a feasibility study to determine the nature and management model for any regional tennis centre on a specific site**

43. Establish a regional working party of recreation officers, TA, TV and any other contributor of funds, to develop a management model for the operation of each regional tennis facility

44. Introduce a pricing structure designed to allow club access to a regional tennis centre for 'overflow' courts at a reasonable rate

Regional tennis centre court surfaces

There was a general consensus that sliding surfaces were appropriate for such a facility, however maintenance of en tout cas style courts is likely to be an issue.

With the high level of water required to maintain en tout cas, and implications of climate change, management of a porous surface is a key issue. The use of new materials and construction technology being trialled for clay surfaces will need to be embraced.

Another key issue with sliding surfaces is the physical maintenance required to keep the courts in a playable condition that also encourages an extended court life. This raises the question of who will pay to maintain the courts.

Further to this, and particularly in Wyndham, Melton, Hume, and Whittlesea, strong prevailing winds are an issue for en tout cas style courts with wind removal of the surface.

In line with the TA hierarchy, a regional facility should have a mixture of all ITF approved surfaces. This is not essential but is preferred by TA. If this were to be considered, a facility of more than 16 courts may be required to allow for tournaments on one surface to be held.

If Sunbury were to be developed as a subregional centre it would be beneficial for this to be the pre-eminent lawn facility for the north west. It is unlikely that any new lawn courts will be built due to the cost of maintenance and generally the reduced time that they can be used, and hence the need for courts in another surface and with lights.

If the regional centre could not efficiently provide en tout cas courts (or another sliding surface) it may be beneficial to develop it with an ITF cushioned acrylic hard court surface, and provide 12 plus porous courts, in at least one of the other subregional centres.

Actions: Influence regional tennis centre court surfaces

- 45. Seek to ensure that at least one regional or subregional centre in the north west provides 12 plus clay or porous courts**
- 46. Provide technical and management advice to Councils about the selection, design and cost effective maintenance of surfaces (especially en tout cas and SFAG surfaces)**
- 47. Ensure water conservation and wind protection schemes are developed to assist in maintaining porous courts efficiently and at a high standard**

- 48. Where possible, seek to introduce tennis courts with a porous surface in subregional or regional centres in Wyndham and Melton**

Better utilisation of existing courts

Some better utilisation of courts (rather than the provision of additional courts) may be possible, especially to meet current peaks in demand in some areas. Meeting peak demand for juniors is an issue as junior participation in tennis in the region is strong. However a lack of access to facilities at peak junior competition times causes clubs to hire additional courts across a number of municipalities. This raises the question of competition structures, scheduling of coaching and competitions and how to manage the demand for facilities at these peak times.

CERM figures (2008) indicate that on average, across Australia, tennis court facilities with one to two courts have a higher occupancy rate of 13.5%, while larger facilities with three to seven courts have a lower occupancy rate, of 10.3%. This may indicate courts are getting little use during the day and that the larger facilities are not getting any more use during the day than smaller facilities.

Clubs consulted indicate that having courts empty during the day isn't good for the public perception of tennis and more should be done to utilise courts and make clubs more welcoming to potential new comers.

Additional programming and promotion of social tennis opportunities during the day is required to enhance use of existing facilities and prominence of the game.

There is likely to be the demand for 'Pay as you play' (PAYP) social tennis during the day supported by coaches eg group tennis clinics, tennis workouts, round robins other introductory programs, and corporate tennis. Council occupancy agreements could provide incentives for clubs to host more programs, and allow Councils to program courts.

There is an inability of existing clubs to meet current demand for coaching and social games at peak times. Clubs in Moonee Valley for example, said there was virtually no social hire in clubs as all available times after school and in evenings and on the week ends were taken up by competition or coaching. Quite often, overflow courts sought by clubs to meet competition demands are felt to be overpriced and this puts further strain on clubs.

Clubs are finding a further trend away from Saturday pennant competitions to evening competitions, times already popular for social play and coaching. To support this, clubs and facilities require their courts to be lit. Many courts across the north west are not lit (34%) and this in turn is restricting participation numbers and limiting club growth.

Actions: Increase utilisation of courts

49. In municipalities where some courts are not well utilised at night and courts are being hired out of the municipality for competitions, encourage tennis associations to review competition schedules to: include more night competition times, spread competition over more days, and reduce the need for additional courts

- 50. **Work with Councils and clubs to program more activities at tennis courts during the day**
- 51. **Assist clubs to find convenient ways to make their courts accessible for public hire, and promote this access**
- 52. **Work with Councils to offer more supported tennis programs for women during the week (social get togethers lead by a coach, and with some games that don't require a partner)**

4.3 Improved condition of facilities and planned capital works

Capital works programs and priorities for Councils

There are considerable differences in the approach by Councils to tennis facility planning, provision and maintenance, across the north west region. These differences reflect population change, differing demand for tennis and the growth in other sports, current condition of facilities, as well as Council policy and availability of capital and planning resources.

Out of the thirteen Councils in the north west, only Wyndham has a 10-year Capital works program for tennis facilities. Banyule, Brimbank and Hobsons Bay all have 5-year capital works programs. Whilst Councils may have medium term capital works programs, specific projects are however still subject to annual budget bidding and political processes.

The majority of capital works planning for tennis is based on Council's recreation or tennis strategies. Most Councils had either a current or out of date strategy. All Councils have an opportunity in their capital works programmes annually, to bid for items that 'cropped up', and to submit for matching grants.

Regionally, there is generally limited long-term capital works planning for tennis facilities. This may reflect the fact that most Councils have arrangements with clubs that assume clubs contribute to the maintenance, upkeep and replacement of tennis facilities and because of this, tennis is not on Councils radar. Alternatively, tennis clubs may not be collectively communicating the demand for facilities and improvements to Council, or in comparison with other sports, tennis may not have been seen as a priority when other sports are actively seeking Councils assistance to address considerable growth and the lack of facilities (e.g. soccer).

In comparison with other sports there is a general perception that tennis is "doing OK" in terms of what capital it has had for facilities in recent years, and considering that nationally there has been a decline in club participation.

In recent years due to drought, considerable funds have been invested by clubs and Council in court surface replacements and perhaps this has led to a view that tennis, in comparison with other sports has had its fair share of funds and hence is less of a priority for future capital projects.

The current capital works programs illustrate that tennis redevelopment, expansion or provision of regional facilities; the upgrade of or support facilities are not a high priority for a proportion of Councils, in the next 5 years. However a number of Councils are investing a considerable amount of capital funding to the development of tennis infrastructure. For instance, Wyndham is planning to spend over \$6.3 million on tennis infrastructure over the next 10 to 15 years.

The condition of tennis facilities in the region is, in most cases, only fair. Most facilities are older than 40 years and have been incrementally added to over that time. Many clubrooms are functionally obsolete, inaccessible to people using wheelchairs, and at many venues, work is required on lighting, fencing and surfaces.

Most Councils do not have an up-to-date inventory of tennis facilities that could assist in facility planning and programming maintenance.

Only seven out of the thirteen Councils have an asset management plan (or similar), where tennis facilities are incorporated. In some cases only courts are included in this plan – clubrooms and pavilions are not.

The value of more strategic and capital works planning for tennis

The consultation with Councils indicated that, (with the exception of where Councils have a current tennis strategy) most tennis projects requiring capital funding are put forward by clubs, as individual requests. Therefore in many instances, Councils priorities for tennis appear more driven by clubs' preferences rather than the overall development of tennis participation.

Furthermore, most current tennis strategies were prepared four or so years ago when water was not as a significant issue as it is now.

These factors are contributing to a less than regional and strategic focus on capital works planning for tennis.

In addition, this study has found a considerable difference between clubs in their capacity, size, and facilities across the region, although in the majority most are content with focusing on tennis as a social activity, and not on players with performance ambitions or development pathways.

If tennis is unlikely to receive considerable funds for capital works programs in the next five to ten years, and the need for and nature of works is being driven from a social club tennis and individual club perspective, it is unlikely that there will be major development planned of regional significance that will meet club, player development, and participation requirements in the foreseeable future.

There is considerable value in Council's adopting stronger asset management and strategic planning for tennis facilities, and facility planning processes, as this reports findings and anecdotal evidence suggests infrastructure is no longer adequately supporting the development of tennis in the north west.

All Councils consider themselves facilitators in the development of tennis through the construction and maintenance of facilities. However, their individual approach to tennis varies greatly across the north west region.

In a number of Councils tennis is in competition with soccer for land and funding of facility developments and upgrades. This is particularly the case in Banyule, Brimbank and Moonee Valley.

When choosing surfaces for tennis facilities, Councils will generally construct the clubs' preferred surface if it meets their environmental and budget constraints.

Whilst some Councils had a firm preference for specific court surfaces, others appeared not to. For instance, whilst Melton preferred to lay plexipave, Councils such as Maribyrnong appeared to prefer sand filled artificial grass for Club tennis facilities and basic hard courts for tennis.

Many Councils are moving away from en tout cas due to the perceived high level of maintenance, lack of water and clubs concern for effort required to manage it. This was in some cases countered by club cultures that were adamant about having en tout cas courts.

Some courts run by clubs did not encourage public hire or player pathways to performance levels.

Many clubs and associations perceive themselves to be at maximum capacity, and require more courts. In many instances competition and programmes are provided at peak times (nights). However in some instances these may only be run two or three times a week, leaving courts available at peak times on the remaining nights.

Where possible Council's tennis facilities should seek to meet the need for all different levels of tennis participation ie:

- Learning and development of foundation levels of tennis skills and school tennis
- Supported social tennis programs and competitions
- Public hire
- Club and pennant tennis competition
- Coaching, and (through subregional facilities;) player development and performance

Clubs that address multiple levels of participation will likely be more viable and enhance tennis participation overall, than those who don't address multiple markets.

Where possible Councils strategies should seek to look at tennis across all these markets, and consider the development of the sport – and not just focus on club preferences.

Actions: Enhance the strategic and capital works planning for tennis

- 53. Encourage Councils to undertake detailed capital works and asset management planning for tennis facilities in each municipality without a tennis strategy and tennis asset management plan**
- 54. Encourage Councils to prepare or update their tennis development strategies, and consider the requirements of facilities to meet the needs of foundation, participation, and performance levels of the sport**

Capital required to upgrade existing tennis facilities

The following table estimates the probable capital costs of tennis works (as estimated by Council and clubs), and overall for the north west metropolitan region.

Probable costs of capital works projects have been gathered directly from Councils, and indirectly through Council tennis and recreation strategies. Costs have been estimated through data gathered from Council budgeting, and in-house referenced costings. These costs are only indicative and should be used with caution as they may not reflect the true value of a project.

This information provided by Councils shows in the main capital works that have been brought to their attention, not what might be necessary to be completed to further develop tennis in this region, or to upgrade facilities to achieve desirable hierarchies (as provided in the previous chapter.

Currently this information indicates that \$17 million dollars is required to maintain current facilities at standards acceptable by Council, as well as and provide several large upgrades.

The capital works indicated are primarily:

- Court resurfacing
- Provision of lighting for courts
- Court construction
- Upgrade or refurbishment of clubrooms
- Provision of additional lights

Water conservation methods associated with tennis courts have not been identified in the Councils' proposed capital works. This may be due to the majority of clubs having already undertaken works or having water management plans, although this is surprising in light of the strong desire for many clubs to have en tout cas courts.

The capital works programs does include regional centres proposed by the following Councils as these are only in planning stages:

- Hume City Council - Craigieburn Regional Tennis Centre
- City of Wyndham – Lawrie Emmins Reserve Facility

The following table provides a summary of estimated probable costs proposed by Council, including the City of Moreland proposal to develop a municipal tennis facility. The figures in this table have been provided by Council and clubs, and as such the cost data is from a different source to that used in proposing upgrades to facilities in table 7. Therefore an accurate comparison of the two tables is not possible.

Table 10. Indicative probable capital costs (of tennis works proposed by Council and clubs)

Municipality	Estimated probable costs
Banyule	\$953,000.00
Brimbank	\$2,523,500.00
Darebin	\$359,000.00
Hobsons Bay	\$1,880,000.00
Hume	\$903,000.00
Maribyrnong	\$652,000.00
Melton	\$1,789,000.00
Moonee Valley	\$649,000.00
Moreland	\$2,737,000.00
Nillumbik	\$494,000.00
Whittlesea	\$1,626,000.00
Wyndham	\$1,148,000.00
Yarra	\$393,500.00
Total	\$16,107,000.00

The north west metropolitan region has received funding for 47 tennis related capital works projects from Sport and Recreation Victoria since 2001. This is more than any other sport.

The majority of these funds have been provided through the 'Community Facility Funding Program – Minor Facilities Grant' (72.5%). Other works funding has been provided through the 'Drought Relief for Community Sport and Recreation Funding Program' (25%) and 'Community Facility Funding Program – Planning' (2.5%).

In total, SRV has funded tennis facility projects to the value of \$1.6 million. The following table illustrates the number of projects and value, by municipality.

Brimbank and Hume have had the most projects funded (six projects each), while Brimbank and Melton have each had only one project funded. See table following.

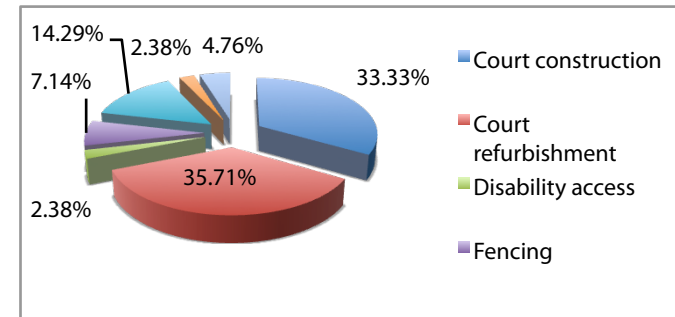
Table 11. Sport and Recreation Victoria funding for tennis facilities in the north west region, by municipality

Municipality	Projects funded	Value of funding
Banyule City Council	1	\$50,430
Brimbank City Council	6	\$256,000
Darebin City Council	5	\$160,834
Hobsons Bay City Council	3	\$114,227
Hume City Council	6	\$253,764
Maribyrnong City Council	4	\$149,849
Melton Shire Council	1	\$3,700
Moonee Valley City Council	5	\$178,880
Moreland City Council	3	\$90,000
Nillumbik Shire Council	7	\$188,477
Whittlesea City Council	4	\$1,730
Wyndham City Council	2	\$35,970
Total	47	\$1,621,861

The majority of the funded projects have been based around provision (33.33%) and refurbishment of courts (35.71%).

The remainder of the projects focus on the facility's environment. The following chart demonstrates this.

Figure 4. Distribution of types of funded projects



It is important to note that the majority of funding for tennis facilities comes from Council budgets.

The Melbourne Park (National Tennis Centre) is the closest regional tennis centre to clubs located in the west and inner north. It provides for wheelchair tennis programs and all performance level programs that are not available elsewhere in the region.

The National Tennis Centre is currently in stage one of a redevelopment, expected to cost \$363 million. The redevelopment will secure the future of the Australian Open in Melbourne, until at least 2036.

Whilst the amounts of money injected into tennis are very small collectively they have been more than a number of other sports. Also the majority of funds have been directed at small improvements such as lighting and court upgrade and improvements rather than new centres or major redevelopments. The implications of the amount of funds provided by the State for tennis projects in recent years are that there may be fewer funds for such developments in the near future, unless a package of funding is negotiated in conjunction with the sport.

Some capital works assistance will be required to bring tennis facilities up to standard across the region. In particular to:

- Light existing courts
- Enable the retention of, or provide new clay/porous courts
- Provide additional courts at existing locations (ie could include upgrade to subregional level facilities)
- Provide capital for up to two new regional facilities and a suite of subregional facilities

Actions: Seek capital required to upgrade existing tennis facilities

55. Seek capital assistance from the state and federal government to fund tennis facility improvements across the region

56. Seek to establish a Tennis and SRV funded program for:

- a) tennis improvements that provide lighting and retain or increase the number of porous courts,**
- b) provide additional courts at existing centres, and the development of regional or subregional centres**

Seek funding for regional and subregional tennis facilities

Concern has been raised as to the availability of capital funding for a regional facility to be built, given that residents of more than one municipality will use it. Many clubs fear that a new facility will negatively impact upon the opportunities they have to receive funding for capital works and maintenance of their local facilities.

Clubs already perceive that they receive little to no funding from Councils, Tennis Victoria and Tennis Australia and believe that a regional facility would place them further away in terms of priorities.

Considering most Councils' will not see a regional tennis facility as a priority over local projects, considerable intervention by the sport of tennis and potentially other levels of government will be required to fund major tennis projects. TA has indicated that funding may be available for strategically placed regional and subregional facility development projects.

Previous tables in this report have identified that funds are required for basic improvements to facilities in the region (in order of \$17 million), in addition to some \$9 million required to bring facilities up to the most appropriate level in the facility hierarchy and provide one regional centre in the short term.

In growth areas, there may be an opportunity to seek open space development contributions for a regional or subregional tennis facility and to package a funding program around contributions from Council, State Government, a developer, and Tennis Australia.

Actions: Seek funding for regional tennis centres

- 57. Devise a partnership program to support the development of one or more regional tennis centres in the region. Ensure this does not impact on the provision of funds to upgrade other tennis facilities in the region**
- 58. Consider notionally a four-way partner funding programs between Tennis Australia, Sport and Recreation Victoria, Council, and either a developer, school, private operator or benefactor -depending on the site**

4.4 Increase professionalism in club management

The majority of sites where tennis is played in the region are clubs. Management of tennis within clubs relies heavily on the good will of volunteers and access to funding to maintain facilities and programs. Tennis clubs are often a volunteer committee that may no longer lend itself to the present lifestyle of individuals.

With a substantial reduction in the number of volunteers willing to commit to routine tasks over a long time, a number of clubs are finding it difficult to run a club, as well as maintain facilities and develop the sport. Smaller clubs are now beginning to struggle to complete basic management tasks let alone embrace opportunities for development.

Key issues relating to club management raised in this project include:

- Redevelop opportunities for volunteerism
- Revitalise club management structures
- Increase opportunities for funding
- Refine the role of coaches at clubs
- Affiliation with Tennis Victoria

Enhance and manage volunteerism

A major challenge for clubs appears to be sourcing, training and retaining skilled and willing volunteers to manage clubs, as well as maintaining, marketing and developing facilities.

With the behaviour of volunteering changing from twenty years ago where it considered that people would volunteer in a role for many years, today it appears that more people who are willing to volunteer want to do finite tasks, be involved temporarily, in activities not organisations, put off volunteering until they retire, or participate in things with the children, and they seek specific rewards especially recognition.

This is not in line with traditional club culture, and social participation in tennis (labelled 'fast food sport' where people come and play and then leave without involvement in a club) now exceeds club competition.

Some clubs identified that they didn't currently have an operating committee, or that they are paying the club coach to act as an administrator because they were not able to source volunteers to do administration or open for casual use for example.

Clubs are seeking models that will allow for ongoing development of the club and that will ensure clubs are maintained - without relying as heavily upon volunteers.

Councils may need to consider providing additional support to some clubs- especially in relation to infrastructure and business management, and to recruit, train, reward and retain volunteers.

Actions: Enhance and manage volunteerism

- 59. In conjunction with strategies to enable clubs to become larger, assist clubs to separate facility management and club management roles and devise 'tasks' and activities for short term volunteers**
- 60. Promote the range of available resources for clubs and help them recruit, train, reward and retain volunteers.**
- 61. Work closely with small clubs and their Councils to explore alternative management issues**
- 62. Assist clubs to develop strategic and business plans**

Increase opportunities for funding

Clubs perceive that there is a lack of financial support from Councils, Tennis Victoria and Tennis Australia to enable them to maintain clubs.

There was a perception by some clubs with SFAG court surfaces that they were being discriminated against because non-ITF approved surfaces were not being supported. An argument was put forward that surfaces, which many clubs prefer, such as SFAG, should be supported to assist them to develop participation.

Councils can provide some further assistance to clubs to tap into available grants.

In many cases clubs would appear to need more information about lifecycle costs for different surfaces and better advice about management of infrastructure that would help them reduce costs and plan better for replacement. For example; anecdotal evidence suggests that clubs may not be getting the potential life from SFAG carpets as would be possible if the surface was better maintained.

Clubs also perceived that they found it difficult to generate funds through fundraising activities. If clubs were more market or commercially oriented, and had better agreements with coaches come may be able to generate additional funds.

Councils and Tennis Victoria can assist clubs to prepare business plans and recruit people with skills in financial management to club management committees through membership services and incentives through occupancy agreements.

The packaging of projects requiring funding across a municipality or region, may be better able to lever available grants and funding opportunities.

Actions: Increase opportunities for funding

- 63. Work with Council, Tennis Associations and clubs to increase opportunities for successful grant applications**
- 64. Develop regional wide package of projects, and seek opportunities to access funds from foundations, and through corporate and governments grants for development programs, energy and water conservation related to lights and surfaces and other projects**
- 65. Assist clubs with advice and information about infrastructure lifecycle costs that may assist with budgeting, cost efficiencies and fundraising**

It has been previously recommended that a package of funds from the state, Tennis Australia and other possible contributors, should be negotiated to fund a suite of capital works projects across the region.

Clarify roles of coach and clubs

Some clubs questioned the role of coaches as to whether they should be allowed to be on the club committee. In places like Moonee Valley; due to lack of courts at night and their use by coaches, there was little or no availability of tennis courts for community hire. Also some coaches identified that there was no consistency in coaching agreements between clubs.

Coaches may provide a very important point of contact for new players and public hires and therefore potential club members, as well as a management presence for the club facility.

The Tennis Australia fact sheet on coaching suggests “most successful tennis facilities are those where there is a strong mutual respect between club / facility and coach, the coach placing themselves at the heart of club activities. At the same time the coach needs to be able to operate a successful business and as a professional business person be appropriately remunerated for his / her services”.

Tennis Australia has developed a contract for service template to assist coaches to develop a strong and healthy relationship with their club / centre/association.

Actions: Clarify roles of coach and clubs

66. Promote the information available through TA concerning the relationship between coaches and tennis club / facilities, and coach's contracts

Club affiliation with Tennis Victoria

Some concern was expressed by clubs about the cost and value of TV membership, in particular those small clubs who have very limited opportunities to raise funds for essential infrastructure maintenance.

This study found that there is considerable value of more players, clubs and coaches accessing the services provided by TV and identified that there is considerable value in promoting affiliation with TV. This will in part relieve Councils of the need to support specific club development activities.

A wide range of club development issues are faced by clubs and coaches in the region, and with the lack of close relationships between some clubs and Councils, and the range of services available to affiliated members, it is considered that affiliation would provide substantial benefits to all partners. Therefore there is a value to clubs and Council and the sport of tennis of increasing the awareness of the value of affiliating with Tennis Victoria, and it would be in most Councils interest to support clubs affiliation with TV in order to access a range of support services that will benefit clubs.

Many clubs may need to be larger and more financially secure before they encourage affiliation with TV, as many clubs who struggle with the cost of infrastructure maintenance see the potential funds required to affiliate best used on infrastructure.

The consultation with clubs, coaches and Councils identified that the range of services offered by Tennis Victoria and the benefits of affiliation are not well known.

TV support services and benefits to affiliated members include:

- Access to TV competitions, talent identification, training, accredited coaching courses and leadership programs
- Insurance (including personal accident insurance) and risk management
- Advice, technical services and online tools to enhance facility improvement and management
- Funding opportunities e.g. contribution to loan schemes, court rebate and grants to regional facility developments
- Face to face contact by a dedicated Community Tennis Officer assigned to the north metropolitan and west metropolitan tennis clubs
- Technology and communications e.g. web site, tournament planner, and events calendar, e-newsletter etc
- Special offers by corporate partners e.g. access to tickets for national and international events, discounts and rebate offers

A detailed description of all the services Tennis Victoria provides is outlined in Appendix 1: Tennis Victoria Member Benefits and Services.

Actions: Increase the number of clubs affiliated with Tennis Victoria

67. Promote the benefits to clubs, and encourage clubs to affiliate with Tennis Victoria

5 ISSUES BY MUNICIPALITY

The north west metropolitan region is made up of 13 Councils with each one having its own approach to facility planning and priorities for service delivery. Each Council presents its own key issues that impact on the delivery of tennis in this region.

5.1 Banyule City Council

Facilities and membership overview

Banyule has 29 tennis complexes, comprising of 134 tennis courts. Eight are hard courts, 20 are sand filled artificial grass, and 106 are porous courts. 59% (79) of tennis courts in Banyule are lit. This is a relatively low proportion of courts given the high demand for night tennis.

In respect to the TA facilities hierarchy¹⁶, 48% (15) of clubs could be classified as local clubs.

Viewbank Tennis Club is the only club in Banyule that could be classified as a medium club or higher.

Based on the average number of courts for metropolitan Melbourne there are 1,289 people per tennis court. If applied to Banyule's projected population in 2021, 100 courts would meet this average (there are currently 134 courts in the city).

The population of Banyule is expected to grow by 5.2% by 2021, at an annual rate of 0.5%. This equates to a 6% increase in organised tennis participation and a 5.6% increase in non-organised tennis participation.

Based on 2008 / 09 TV membership figures, there are 2,354 registered members in Banyule.

Summary of issues

Policy and planning

Council is working through a 2008 – 2013 Recreation Strategy that includes tennis. This strategy provides a planning framework to support tennis in the municipality. Council has no formal policy on the provision of free access courts.

Council has an environmental strategy that looks at the sustainability of new facilities and pavilions.

¹⁶ Very few tennis clubs fully conform to the Tennis Australia definition of one facility hierarchy. Clubs have therefore been allocated to their most suitable category based on information provided.

Capital and other maintenance

Council has a 17 year capital works plan for all sporting facilities including tennis. The capital works plan includes lighting, court resurfacing and minor pavilion upgrades.

Council has been undertaking court conversions from porous courts to synthetic clay at a rate of approximately two per year, however this is dependant on available funding. Eaglemont Tennis Club and Viewbank Tennis Clubs are scheduled for surface conversions.

Over the past two years Council has subsidised the cost for clubs to chemically treat the red porous tennis courts.

As Banyule has a high proportion of the porous courts in the region, and weather patterns are more favourable for this surface than the west, it is important that a concerted effort is made to retain these courts in the ITF approved surface, and to make it easier for clubs to retain these. This will assist pathways for players, as well as retain courts in a surface appealing to older members.

All clubs are on lease agreements with Council.

Issues from consultation

The following issues were raised in the public workshop:

Regional Centre

- Concern was expressed over the potential of a regional centre's impact on other clubs (the culture of playing tennis and membership numbers)
- Performance development opportunities already exists at the regional centre in Boroondara (neighbouring municipality)

Facilities

- There is a distinct undersupply of courts with many clubs hiring additional courts from other facilities, both in and out of the municipality
- Hiring other facilities as overflow courts is expensive for clubs
- Community facilities tend not to be ITF surfaces that are suitable for player development. Court resurfacing is mostly about ease of maintenance
- Clubs can be seen as unwelcoming environments and are mostly vacant during the day; this lessens the attraction of new players who are not familiar with tennis.
- The conditions of some facilities (clubrooms and courts) are relatively poor
- Aging infrastructure is not meeting club requirements. Few clubs are accessible by wheelchair
- There is a need to increase the proportion of lit courts

- There is demand for more courts in the growth area of the City eg Bundoora

Participation

- There is concern over retaining players, particularly 18 – 24 year age group
- There is a lack of social tennis being catered for
- Traditional competition structures are not conducive to encouraging participation
- There is lack of community and other programs
- There is a decline in the number of women playing competition during the day
- Few PAYP opportunities seem to exist in Banyule, as tennis is primarily club based

Management

- A reduction in volunteerism is impacting upon club operations and opportunities
- Traditional management and club structures are in place
- There is a perceived lack of local media coverage of tennis
- There is a perceived lack of funding opportunities for clubs
- There is a desire to reschedule juniors over a weeknight so extra courts don't need to be hired. There hasn't been a willingness to do this by the Associations

- Most clubs have older persons supporting their management. Only one club is running Tennis Victoria programs targeted at CALD groups and people with a disability. Many clubs in Banyule have run a Mums' Tennis Program and have provided ongoing opportunities for these ladies to continue in various forms of tennis
- Clubs are not appealing to people who may not be familiar with tennis, they are mostly empty during the day
- Facilities need to be managed to broaden their appeal to a wider cross section of the community.
- It is foreseeable that clubs could manage multiple sites if some clubs were to fold

Associations views

Associations identified the following issues within Banyule:

- Lack of facilities to meet demand
- Junior competition is at capacity
- Lack of access to suitable land to build additional facilities
- Lack of understanding of clubs by Tennis Victoria
- Poor retention of junior players going onto seniors competition
- Lack of volunteers to support local clubs
- Lack of promotion of programs and tennis opportunities

Council actions

	Banyule City Council Actions	Partner	Priority
BL01	Increase carrying capacity of facilities through surface upgrades and increase the number of courts that are lit	Clubs; SRV	H
BL02	Work with associations to reschedule competitions to play over additional nights, and hence reduce the need to hire additional courts	Assoc; Club	H
BL03	Seek to retain a high proportion of red porous courts especially in the larger clubs and facilities	SRV; TV; TA	H
BL04	Consider providing more ITF approved surfaces (hard court, lawn and en tout cas) when undertaking court surface conversions and resurfacing courts	TV; SRV	M
BL05	Work with TV to increase effectiveness of maintenance of en tout cas surfaces	TV	H
BL06	Assist clubs with en tout cas surfaces to manage these surfaces at a high quality, especially in summer; without having to move to synthetic surfaces	TV; SRV; TA	M
BL07	Progressively upgrade club rooms and court areas to make these wheelchair accessible	SRV	L
BL08	Increase links between Councils, AAA and CALD programs and tennis clubs and their programs	VicHealth	M

	Banyule City Council Actions	Partner	Priority
BL9	Encourage more clubs to take advantage of TA tennis programs	TA; TV	H
BL10	Work with TV to increase the use of club courts for social tennis, and the number of females playing tennis	TV	M
BL11	Prepare a guide to Council's tennis facilities and programs offered in the City	Clubs	M
BL12	Seek to increase the number of courts in several of the larger facilities across the City	SRV; TV	L
BL13	Investigate the feasibility of providing additional courts at Viewbank, Eaglemont and Bundoora and elevating these to medium level facilities	Clubs	M
BL14	Consider subsidising club use of overflow courts	C	M

5.2 Brimbank City Council

Facilities and membership overview

Brimbank has 13 tennis complexes (all but one with a club attached), comprising of 64 tennis courts. There are three hard courts, 43 sand filled artificial grass courts, and 18 are porous courts. 72% (46) of courts are lit.

In respect to the Tennis Australia facilities hierarchy, ten of the fifteen facilities could be classified as local.

Based on the current court provision for metropolitan Melbourne there is an average of 1,289 people per tennis court. If applied to Brimbank's projected population in 2021, 147 courts would meet the average. This number of courts is significantly higher than the current 64.

The population of Brimbank is expected to grow by 5.5% by 2021, at an annual rate of 0.5%. This equates to a 4.4% increase in organised tennis and a 7.6% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there are 1,064 registered members in Brimbank.

Due to the demographic profile of the City there is likely to be a considerable number of people who could or may wish to play tennis but don't, due to social disadvantage.

Summary of issues

Policy and planning

Brimbank Council last completed an 'Audit of Tennis Facilities' in 2008 that outlined required works and upgrades to each of the tennis facilities.

An audit of facility lighting is currently in progress. This will lead to the development of a new lighting policy where Council may take responsibility for lighting and incorporate this into their capital works planning. At present, clubs manage their own lighting requirements.

Currently there is no policy on provision of free access courts within the municipality.

Capital and other maintenance

Tennis facilities are captured in the Councils asset management plan via the 'Open Space Asset Management Plan'.

Council has an extensive capital works plan for tennis that spans 2009 to 2014. The value of this program is \$2.86 million. This includes the following works:

2010: Delahey Tennis Club: fences and lighting repairs;

Taylors Lakes Tennis Club: replacement of three courts (sand filled artificial grass surface);

2011: Albion Tennis Club: low level lighting on four courts;

Deer Park: low level lighting on four courts;

Delahey Tennis Club: carpet on two courts replaced;

Green Gully Tennis Club: two courts will be resurfaced with sand filled artificial grass, and low-level lighting installed;

Keilor Tennis Club: low level lighting on four courts;

Keilor Park: four new sand filled artificial grass courts with low-level lighting;

The Council is seeking to redevelop St Albans (four new sand filled artificial grass courts and low-level lighting, possibly at a new site); Taylors Lakes will receive low lighting for three courts.

2012: Delahey Tennis Club: carpet on two courts replaced;

Green Gully Tennis Club: new clubhouse;

Taylors Lakes Tennis Club: three courts recarpeted and new clubhouse;

2013: North Sunshine Tennis Club: extension to their clubhouse;

2014: Deer Park Tennis Club: two courts converted to sand filled artificial grass and low lighting;

Sydenham Tennis Club: extension to the clubhouse;

2015: Albion Tennis Club: two courts converted to sand filled artificial grass with low lighting;

Deer Park Tennis Club: acrylic court recoated ;

Green Gully Tennis Club: two additional courts, sand filled artificial grass and low lighting;

Keilor Tennis Club: clubhouse extended;

West Sunshine Tennis Club: acrylic court fully recoated;

Clubs are all on individually negotiated leases.

The Council is in the process of working with all tennis clubs to implement a standard lease agreement for all.

There may be opportunities to increase participation through provision of free access courts.

Issues from consultation

Council provided the following information on identified issues:

Regional Centre

- Council chooses to focus on local clubs due to generally low socioeconomic status of municipality
- Tennis is not a high priority for Council

Facilities

- Demonstrated demand for courts is low. There is an underutilisation of some courts, although clubs perceive there to be a lack of courts
- Car park security is an issue, with areas not well lit and subject to 'hoon' behaviour
- There is a lack of court lighting
- Court surfaces are determined in consultation with the clubs
- Issues with en tout cas courts, particularly environmental factors such as drought and wind

Participation

- The demographic profile puts great emphasis on soccer, and Council is responding to this. This impacts upon the potential of tennis and other sports to grow
- 19% of the Brimbank population has some form of disability. Few clubs offer disability programs
- Due to low socioeconomic status, cost of equipment is seen as a barrier to participation

Management

- Reduced volunteerism in clubs is evident
- Club generally lack business and strategic planning skills
- There is a perceived lack of funding for clubs

Associations

Associations identified the following key issues within the municipality:

- There is a lack of courts, and a lack of lit courts
- Attracting and retaining members is a major issue, as well as volunteers who are skilled in player development
- The lack of timelines for maintaining facilities by Council
- Change of lifestyle is impacting on competition numbers and structures
- Parking at facilities is an issue, including design
- There is a lack of opportunities for junior development in the north west region
- Council needs to develop a stronger working relationship with clubs to provide development opportunities for players
- Poor quality of courts
- Travel time for parents to take juniors to venues in the east and south
- Courts are being underutilised at non peak times
- Lack of promotion of programs that are being run
- Lack of juniors being retained in senior ranks
- Lack of overall club involvement; people just want to play and go
- Courts are at capacity of an evening
- Lack of school involvement

- Lack of appropriate ongoing capital works programs for facilities
- 'My Tennis' management software is not appropriate for most clubs, and creates more work for volunteer administrators
- There is a lack of junior development occurring
- There is a need to make tennis more accessible
- Inability to offer training to elite players
- A regional centre would take members from smaller clubs
- More club support and facilities are needed rather than a regional centre

Council actions

	Brimbank City Council Actions	Partner	Priority
BB01	Consider retaining a proportion of ITF approved surfaces (hard court, lawn and en tout cas) when undertaking conversions and resurfacing courts	SRV; TV	M
BB02	Increase the sense of security at courts through design works and lighting around facilities	Clubs	H
BB03	Increase links between Councils AAA, CALD and community health programs, as well as tennis clubs and their programs	Clubs; VicHealth	M
BB04	Increase availability of equipment through provision of an equipment library / racquets at community centres etc	Clubs	H
BB05	Market the tennis clubs and courts currently available to residents	Clubs	H
BB06	Encourage clubs to create relationships with neighbouring schools and develop partnerships	Clubs; Schools; TV	M
BB07	Work with clubs, schools and TV to run more tennis programs, come and try's and offer affordable PAYP tennis opportunities in Brimbank	TV; Clubs; Schools	H
BB08	Consider encouraging developers to provide free access courts in association with community hubs, and planning additional tennis facilities in any future greenfield residential development areas	SRV; TV; Developer	L

5.3 Darebin City Council

Facilities and membership overview

Darebin has 12 tennis complexes comprising 45 tennis courts. There are five hard courts, 11 sand filled artificial grass courts and 29 porous courts. 73% of the courts are lit. Darebin has two free access tennis courts.

Five clubs (45%) could be classified as local clubs. Lakeview Tennis Club could be classified as a medium facility.

Based on the current court provisions for metropolitan Melbourne there is an average of 1,289 people per tennis court. If applied to Darebin's projected population in 2021, 116 courts would be required to meet this average. This is almost double the number of courts currently available.

The population of Darebin is expected to grow by 7.1% by 2021, at an annual rate of 0.7%. This equates to an 8.5% increase in organised tennis and a 6.7% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there are 532 registered members in Darebin.

The YMCA manages one facility as part of the Northcote Leisure and Aquatic Centre.

Darebin has two church clubs remaining. A number have been developed for other uses in the last 10 years.

The largest facility by number of tennis courts in Darebin is at the Northcote ARC. The facility probably needs an upgrade, and additional courts, although there is capacity for additional use during the day. Additional courts would help schools and the provision of programs for women for example. There may be an opportunity to establish a club at this site, as well as allow for YMCA to program the courts. The profile of tennis at this centre could be also increased.

The take up of tennis may be lower in Darebin than other locations due to the high proportion of people with a disability and number of people born in non-English speaking countries, or those experiencing social disadvantage. Some intervention through programming and marketing may be required to increase participation.

Summary of issues

Policy and planning

Tennis facilities are included in the Council asset management system.

Council's most recent tennis strategy is from 1998. This is currently being reviewed as a part of a recreation strategy being prepared.

Darebin's policies provide for free courts for public use.

Capital and other maintenance costs

Darebin Council has a court conversion program to convert en tout cas to synthetic clay, at a rate of two per year depending upon funding.

Small clubs perceive it to be hard to raise enough revenue to maintain their facilities.

It appears there is a perception from clubs that they get little value from the money they pay TV to affiliate. The \$24 clubs collect from each member, they believe, would be better spent on essential infrastructure the club needs.

Occupancy agreements

Council has licence agreements with all clubs. These agreements are for three years with the option of extending for another three years.

Clubs pay \$150 per year with the expectation that they do a lot of the minor maintenance of facilities. This policy will be reviewed with the development of the new recreation strategy.

Issues from consultation

Through a public workshop, the following issues were raised:

Regional Centre

- A regional tennis centre would take players away from clubs
- It would not have a club atmosphere and therefore would not be appealing to participants
- There is a preference for additional courts to be placed at clubs rather than development of a regional centre
- A regional centre could be used as an overflow facility
- It was felt that there was no demand for elite pathways in the area as strong players already leave for other clubs

Facilities

- Clubs are at capacity with facilities being used four out of five nights a week and on Saturdays
- Resurfacing of courts to low cost and low maintenance surfaces
- Ageing infrastructure needs to be updated (e.g. toilets, high tower lighting)
- Perceived reliance on Council for funding

- There are no tennis facilities in big chunks of the municipality. Another centre should be pursued – possibility on a brown field site somewhere between Separation and Bell streets

Participation

- There is lack of interest from schools in tennis
- Schools do use the Northcote Aquatic and Recreation Centre courts often in association with the swim program, but the number of schools using the centre has declined in recent years
- Clubs are capping junior numbers due to lack of available courts
- Dunstan Park Tennis Club is attempting to set up additional pennant teams to place juniors and encourage participation
- There are issues with player retention when juniors graduate to senior competition
- There is a reliance on club coaches to run junior programs

Management

- Difficulty in attracting volunteers, and minimal support for them
- Barriers to hiring casual courts due to not having constant management presence
- The Northcote ARC courts are not used to capacity during the day, and additional programs and marketing is warranted

Council actions

	Darebin City Council Actions	Partner	Priority
DB01	Work with the Association to increase carrying capacity of facilities through rescheduling, especially junior competitions over more nights and days	Assoc; Clubs	H
DB02	Seek to increase the number of courts at existing locations to enhance viability, assist player development, increase capacity for competition, and increase ability for schools to play tennis	SRV; TV	M
DB03	Conduct a feasibility assessment to increase the courts at Lakeview, Northcote ARC and one other site to meet the requirements of a medium level facility in the TA hierarchy, and cater for future demand	TV; TA; SRV	M
DB04	Consider increasing the number of courts at select other clubs to bring them up to a minimum of four courts	TV; SRV	L
DB05	Assist clubs to develop management systems to efficiently maintain en tout cas surfaces	TV	H
DB06	Select and support key facilities to maintain en tout cas surfaces	TV; SRV	H
DB07	Investigate options and develop programs to encourage junior	TV; Clubs	M

	Darebin City Council Actions	Partner	Priority
	participants, women and people with a disability		
DB08	Market and program available tennis courts more especially at the YMCA courts, and during the day	Clubs; Facilities	H
DB09	Consider hosting a women's social program and the TV CALD program	VicHealth TV	M
DB10	Consider upgrading the courts at Northcote ARC- retaining them in sand filled artificial grass	SRV	M
DB11	Investigate the possibility of developing an additional tennis centre, possibly on a brownfield site somewhere between Separation and Bell street to meet the demand for courts by 2021	SRV; TV; TA	L
DB12	Consider subsidising club use of overflow courts		H

5.4 Hobsons Bay City Council

Facilities and membership overview

Based on available information, Hobsons Bay has 15 tennis facilities, comprising 55 tennis courts. 36 are hard courts, 3 are sand filled artificial grass, and 16 are porous courts. 65% (36) courts are lit.

In respect to the Tennis Australia facilities hierarchy, 27% (4) clubs could be classified as local clubs, with one club (High Performance Tennis - Bayside Tennis Academy) meeting the criteria to be classified as a medium club.

Based on the current court provision for metropolitan Melbourne there are 1,289 people per tennis court. If applied to Hobsons Bay's projected population in 2021, 73 courts would be required to meet the average. This is 18 more than what the Council currently offers.

The population of Hobsons Bay is expected to grow by 7.2% by 2021, at an annual rate of 0.7%. This equates to a 7.1% increase in organised tennis participation and an 8.3% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there were 1,237 registered members in Hobsons Bay. There is likely to be the demand for a subregional centre in Hobsons Bay. Altona Tennis Club has 11 courts including 8 porous courts (the largest number of courts with an ITF approved surfaces). This is very close to being what is required for a subregional centre and it could provide this role in Hobsons Bay.

If this or another of these locations are developed further, it will crossover with a catchment for a potential regional tennis centre site being considered in Laverton North.

Summary of issues

Policy and planning

Hobsons Bay Council has a 2005 Tennis Development Strategy. This recommends specific capital works for clubs and public facilities alike. Council is progressing through the recommendations in this strategy. Hobson's Bay Council acknowledges that many clubs are at capacity.

Council maintains free access courts and upgrades these as required, and clubs are encouraged to make courts available for community hire.

Capital and other maintenance

Capital works come from the Tennis Strategy and works are placed in a five year plan approved annually, according to Council's available budget.

It was noted there is flexibility to allow other required capital projects to occur, outside of those identified in the Tennis Strategy.

Hobsons Bay Council is currently planning the following facility upgrades:

- Altona Tennis Club: resurface three sand filled artificial grass courts and replace existing floodlighting, redevelop eight en tout cas courts to hard courts with lighting, upgrade the facility and renew fences
- Bayside Tennis Club: develop three new hard courts with floodlighting and resurface eight existing hard courts
- Brooklyn Tennis Club: install floodlighting on courts three and four
- Laverton Park Tennis Club: develop four new hard courts with floodlighting, resurface four existing hard courts, and upgrade pavilion
- Liston Tennis Club: upgrade the fences on six courts
- Power Street Tennis Club: resurface two sand filled artificial grass courts and upgrade pavilion
- Williamstown Tennis Club: renew fencing and upgrade the pavilion

Williamstown Central Tennis Club: renew fencing and upgrade pavilion.

Relationship with Council

A combination of service agreements and leases exist within this municipality, for tennis clubs and their facilities.

Issues from consultation

Coaches and Clubs

The following issues were raised in the public workshop:

Regional Centre

- Elite and Development Squads are travelling out of the municipality to train on appropriate surfaces
- A RTC would offer the ability to host points tournaments
- Facilities would need to be central and accessible to participants in the north west region
- What the model of management should be for facility
- Capital and on-going funding is considered an issue

Facilities

- There is a lack of courts at some tennis club locations, therefore the clubs hire additional courts within the municipality
- Fees charged other clubs can be excessive when hiring external courts
- There is a perception that community facilities are generally not suitable as development surfaces
- The conditions of some facilities (clubrooms and courts) are not up to a suitable standard, nor do they meet club requirements. This leads to the perception of not being a welcoming environment
- Lack of lighting at tennis facilities
- Require year round access to courts

Participation

- Contrasts between affluent and working class suburbs in municipality
- Participants want to play in competitions or socially and not participate in training
- Are traditional competition structures still relevant
- There is likely to be demand for more PAYP tennis in the City

Volunteerism

- Declining numbers of volunteers impact on management structures and the operations of clubs

Management

- Consolidation of clubs to reduce impact on management structures
- Self sufficiency of clubs

Associations

Associations provided the following as key issues within the municipality:

- Lack of courts
- Attracting of and retaining members
- Timeliness of maintaining facilities by Council
- Change of lifestyle is impacting on competition numbers and structures
- Lack of volunteers who are skilled in player development
- Parking issues
- Commitment of players wishing to participate in teams
- Availability of courts, particularly en tout cas
- Maintenance of courts
- Lack of court lighting for night tennis
- More encouragement of social tennis
- Lack of committed volunteers

- Level of administration requirements put to clubs by Tennis Australia
- Vandalism of facilities
- Lack of tournaments
- Aging infrastructure is not inviting
- Tennis Victoria need to balance marketing, facilities and community engagement

Council actions

	Hobsons Bay City Council Actions	Partner	Priority
HB01	Seek to increase the proportion of courts with lights	SRV	H
HB02	Increase the number of courts at selected existing facilities	SRV; TV	M
HB03	Increase opportunities for social participation through clubs	Clubs	M
HB04	Investigate consolidation of clubs to reduce requirements on volunteers	Clubs; TV	L
HB05	Investigate opportunities to provide an additional one or two courts and retain the existing courts at the Altona Tennis Club	SRV; TV; TA	L
HB06	Consider encouraging clubs to provide more social and PAYP tennis opportunities in the City		H

5.5 Hume City Council

Facilities and membership overview

Based on available information, Hume has 19 tennis facilities, comprising of 89 tennis courts. There is one indoor tennis centre, which is a private facility. 15 courts are hard courts, 54 are sand filled artificial grass courts, eight are lawn courts and 12 are porous courts. 66% (59) of tennis courts are lit.

In respect to the Tennis Australia facilities hierarchy, 84% (16) clubs could be classified as local clubs. The other 16% (three) clubs could be classified as medium clubs. These clubs are:

- Gladstone Park Tennis Club
- Greenvale Tennis Club
- Sunbury Lawn Tennis Club

Sunbury Tennis Club has the potential be classified as a subregional or even regional centre (with the largest number of courts in the region) dependant on the ability to upgrade the number of courts and support facilities, particularly the requirement for all courts to be lit, and having an adequate number of courts of an ITF approved surface. Within this 75% of the courts are expected to be of the same surface.

Based on the current court provisions for metropolitan Melbourne there is 1,289 people per tennis court. If applied to Hume projected population in 2021, 174 would meet the average. This is more than double what is currently available! Hume uses the benchmark of one court to 2,500 people. Their benchmark indicates that they are on par with the courts woman

The population of Hume is expected to grow by 24.4% by 2021, at an annual rate of 2.4%. This equates to a 23.4% increase in organised tennis and a 25.9% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there are 1,277 registered members in Hume.

Summary of issues

Policy and planning

Council includes tennis facilities in its asset management strategy.

Hume City Council provides public access courts, however these are not lit. These are maintained either by a developer or Council depending on the individual agreement.

There is currently a review underway with respect to the Councils capital and club contribution policy that will provide clear information to clubs on what they are expected to contribute towards a capital works program. This will be integrated into lease agreements.

Capital and other maintenance

Council has an annual capital works program that is approved on an annual basis. Over the last ten years, Council has not provided any new tennis facilities, however property developers have a tendency to incorporate tennis courts in their residential developments.

Hume Council is currently planning to:

- Convert lawn courts to plexicushion at Sunbury. However if retained as grass (being the largest facility with that surface in the region) it may provide a competitive strength
- Recarpet three sand filled artificial grass courts at Westmeadows
- Planning is underway to build a new facility at Roxburgh Park. Stage one of this will be four courts and a pavilion, however there is capacity for up to ten courts.

Relationship with Council

Hume Council has individual lease arrangements in place that are currently being reviewed. As a part of this review, Council is developing a standard lease arrangement for all tennis clubs.

Issues from consultation

Coaches & Clubs

Through a public workshop, the following issues were raised:

Regional Centre

- Plexicushion considered an unfriendly surface for those playing night tennis, however a variety of surfaces would be of benefit
- Concern was expressed at whether a regional centre would pose a threat to local clubs
- Concern a new tournament at such a venue would not be an attractive prospect
- Concern such a venue may attract revenue that clubs may otherwise gain

Facilities

- Aging infrastructure no longer meets clubs needs (e.g. clubrooms, lights)
- Facilities require lighting
- Environmental infrastructure needs to be addressed (e.g. drainage, foliage to act as a wind break etc.)
- Security of facilities is relatively poor
- Inadequate parking facilities at some courts
- Perception that facilities are at or over capacity
- In a few cases, lack of water supply was an issue

- There is a lack of shaded seating areas

Participation

- Clubs being at capacity, prevents further participation and growth
- Lack of accessibility to facilities for people with a disability, particularly those who are in wheelchairs
- Greater retention of juniors is required
- Difficulty in social and casual participants accessing courts due to club structures
- Lack of incentive for clubs to open doors to casual users
- Lack of squads and quality tournaments in the north west

Management

- Lack of information on software that can assist in membership databases
- Conflicting interests with coaches running facilities and being on club committees
- Better support to be provided to clubs by Tennis Victoria and Tennis Australia

Associations

Associations provided the following as key issues in the municipality:

- Lack of opportunities for junior development in the north west region
- Councils working closer with clubs to provide development opportunities such as workshops are needed
- The poor quality of courts is an issue
- Travel time for parents to take juniors to venues in east and south
- Courts being underutilised at non peak times
- Lack of promotion of programs being run

Council actions

	Hume City Council Actions	Partner	Priority
HM01	Increase security, particularly lighting, for facilities	Clubs	H
HM02	Investigate suitable sites for additional medium club developments in the next 10 years	TV; TA	L
HM03	Increase access to car parking and continue progressive upgrades of facilities at existing courts		M
HM04	Consider retaining selective clubs with ITF approved surfaces (hard court, lawn and en tout cas) when upgrading and resurfacing courts	SRV; TV	M
HM05	Investigate the potential to develop Sunbury Lawn Tennis Club into a subregional centre and retain lawn as a surface where possible	SRV; TV; Club	M
HM06	Consider developing a regional tennis centre in Craigieburn in conjunction with developers and TV	SRV; TV; TA; Developers	L
HM07	Increase the proportion of courts that are lit	Clubs; SRV	H
HM08	Establish annual tennis forum for clubs to attend and discuss issues and plan for tennis in Hume	Clubs	H
HM09	Establish links between free access facilities and clubs	Clubs	M

5.6 Maribyrnong City Council

Facilities and membership overview

Based on available information, Maribyrnong has eight tennis facilities, comprising of 29 tennis courts. 21 are hard courts, four are sand filled artificial grass, and four are porous courts. 66% (14) of tennis courts are lit.

In respect to the Tennis Australia facilities hierarchy, only two clubs reach the criteria of the facilities hierarchy. Kingsville Tennis Club can be classified as local and Yarraville Tennis Club can be classified as a medium club.

Based on the current court provision for metropolitan Melbourne there is 1,289 people per tennis court. If applied to Maribyrnong's projected population in 2021, 60 courts would meet the average. This is significantly more (double) than what is currently available.

The population of Maribyrnong is expected to grow by 10.7% by 2021, at an annual rate of 1%. This equates to an 11.3% increase in organised tennis participation and a 10.9% increase in non-organised tennis participation.

Based on 2008 / 09 membership figures, there are 466 registered members in Maribyrnong.

A large number of courts have diminished in Maribyrnong in the last ten years.

The largest number of facilities are those with less than three courts. It is difficult to make three court centres viable, and additional courts may allow programming and a critical mass for a club and programs.

A new tennis complex is currently being constructed at Maribyrnong Secondary College (Victoria's first sports school). If access to these school courts could be available after hours, it will help overcome the lack of courts at peak times for clubs, including those in Moonee Valley.

The catchment for this facility, Rosamond Tennis Club and Riverside Golf and Tennis are likely to overlap unless surface and program points of differences can target different markets.

There are three courts adjacent to Victoria University (VU). These should be upgraded and marketed perhaps through VU.

Summary of issues

Policy and planning

All tennis facilities are included on Councils asset management register, however there are no planned capital works for tennis facilities.

There is no formal policy on free access courts, however there are nine free access courts in the municipality that are managed and maintained by Council.

There is a sports allocation policy that deals with lease agreements

Maribyrnong Council has a facility policy that expects tennis clubs to have a 'sinking' fund to contribute to the maintenance and upgrade of court surfaces.

Capital and other maintenance

Council has a capital works program based around upgrading the aging infrastructure of pavilions. Currently the following works are being proposed:

- Free access courts looking at being upgraded from asphalt to plexipave
- Kingsville Tennis Club pavilion is to be expanded in 2014

Relationship with Council

Tennis clubs are on individually negotiated lease arrangements. Most agreements are outdated and in overholding. A standard lease format has been developed and will be implemented with clubs.

Issues from consultation

Coaches & Clubs

The following issues were raised at the public workshop:

Regional Centre

- Concern clubs would not provide a warm and welcoming environment
- That a regional centre should sell a different product to that of community clubs
- That money may better be spent on community clubs facilities
- If a centre was placed in the north, it would not benefit participants in the west
- A regional centre needs to have a focus on adults, as well as juniors, as adults have money!

Facilities

- Perceived need for more lit courts to meet demand
- Issues with poorly installed courts
- Courts posing occupational health and safety issues to participants
- Hard court surfaces are not considered to be in the interest of participants
- Issues with choosing appropriate sites for facilities
- Aging pavilion infrastructure needs to be upgraded
- Sub standard infrastructure needs to be brought up to a specified standard

Participation

- Underutilisation of courts at night
- Retention of juniors through their senior high school and university years
- Too much focus on elite development and not enough on grassroots participation
- Lack of cohesive coaching

Management

- Club capital needs to be spent wisely
- A lack of capital to maintain en tout cas courts
- Difficulty in recruiting club administrators and committee members
- There is a lack of recognition and awareness of clubs running programs
- Lack of funding for administration staff
- Issues with Tennis Victoria's administrative software

Associations

Associations provided the following as key issues associated with tennis in Maribyrnong:

- Lack of courts
- Attracting of and retaining members
- Timeliness of maintaining facilities by Council

- Change of lifestyle is impacting on competition numbers and structures
- Lack of volunteers who are skilled in player development
- Parking issues
- Lack of opportunities for junior development in the north west region
- Council is working closer with clubs to provide development opportunities; eg workshops
- Quality of courts
- Travel time for parents to take juniors to venues in east and south
- Courts being underutilised at non peak times
- Lack of promotion of programs being run
- Lack of court lighting for night tennis
- More encouragement of social tennis
- Lack of committed volunteers
- Level of administration requirements put to clubs by Tennis Australia

Council actions

	Maribyrnong City Council Actions	Partner	Priority
MB01	Provide assistance to clubs to ensure sustainability	Clubs; TV	H
MB02	Consider providing additional marketing of existing facilities		H
MB03	Work with TV and health providers to target people born in non-English speaking countries, women, and low income families to encourage tennis participation, provide more tennis programs through existing clubs, and centre managers	TV; VicHealth	M
MB04	Consider providing additional courts at the existing centres or adding one additional complex in the medium term, to serve the future population and the new residential development in the ADI site.	TV; SRV	M
MB05	Increase links between Councils AAA and CALD programs and tennis clubs and their programs	TV; VicHealth	M
MB06	Encourage clubs to create relationships with neighbouring schools and develop partnerships	TV; Clubs	H
MB07	Investigate opportunities to use future courts at Maribyrnong Secondary College after hours for community clubs and tennis programs	School; Clubs	H

	Maribyrnong City Council Actions	Partner	Priority
MB08	Work with VU to upgrade the courts at Henry Turner Reserve and market to students	VU SRV	L

5.7 Melton Shire Council

Facilities and membership overview

Based on available information, Melton has 15 tennis facilities, comprising of 45 tennis courts. 23 of Melton's tennis courts surfaces are hard courts, whilst the other 22 are sand filled artificial grass. 53% (24) courts are lit.

In respect to the Tennis Australia facilities hierarchy, 26% (four) clubs could be classified as local clubs. West Melton Tennis Club could be classified as a medium level facility.

Based on the current court provisions for metropolitan Melbourne there is 1,289 people per tennis court. If applied to Melton's projected population in 2021, 133 would meet this average. This number of courts is in excess of double the current (45).

The population of Melton is expected to grow by 51.5% by 2021, at an annual rate of 5.1%. This equates to a 56.6% increase in organised tennis and a 50.3% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there are 689 registered members in Melton.

Summary of issues

Policy and planning

Tennis facilities are included in the Councils asset register. As part of this, Council manages and maintains six public access courts.

Melton aims to provide facilities to a standard that is equitable to all clubs and meets the needs of the clubs where possible in a strategic direction.

Melton has a 2008 – 2013 Tennis Strategy that guides Council in their planning process. It was identified that insufficient court space is a barrier to entry, however there are a number of facilities in the Shire with no current tenant.

Capital and other maintenance

The Council plans to upgrade the public access courts to plexipave from asphalt.

In addition 8 - 12 courts are being investigated for the Caroline Springs Sports Precinct.

Developers generally build small tennis facilities as part of developments.

Relationship with Council

Clubs have seasonal agreements with Council that are reviewed on an annual basis.

There is a fee structure in place which is based on a per unit rate with factors (number of juniors, alcohol licences) influencing cost to clubs.

Issues from consultation

Coaches and Clubs

Through a public workshop, the following issues were raised:

Regional Centre

- What would the model of management be?
- Concern it may harm existing clubs
- Funding should go to meet needs of existing clubs

Facilities

- Conflict between user groups if sharing facilities
- Some user groups have liquor licenses
- Lack of courts
- Some facilities below capacity
- Lack of lit courts

- Courts playability is limited due to environmental factors causing damage, i.e. gravel, tree roots, mud
- Lack of sealed car parking facilities
- Poor choice of location for some facilities
- Vandalism of facilities
- Security lighting around facilities is lacking

Participation

- Some clubs are at capacity
- Tennis lacks a hero

Management

- Lack of mentoring resources available to clubs
- Lack of marketing and promotion of existing opportunities
- Lack of volunteers with some clubs being unable to fill key roles
- Lack of 'new blood' on committees, hard to recruit new people

Associations

Associations provided the following as key issues within the municipality:

- Lack of facilities
- Lack of promotion

Council actions

- Lack of funding
- Lack of Council support
- Difficulty in filling volunteer positions
- Staff turnover in Council inhibiting relationship development

	Melton Shire Council Actions	Partner	Priority
MT01	Increase the number of courts at select clubs to increase their presence, ability to program and club viability	TV; SRV	M
MT02	In conjunction with clubs, prepare a tennis development strategy to guide the upgrading and development of courts, as well as assistance for clubs to grow and remain viable	TV; Clubs	H
MT03	Seek to upgrade and expand the West Melton Tennis Club (or similar) to a subregional standard, and offer a range of TV programs to increase participation	TV; SRV	L
MT04	Increase shade, landscaping and seating in conjunction with tennis courts	Clubs; SRV; VicHealth	H
MT05	Increase the proportion of courts that are lit in the municipality	Clubs; SRV	H
MT06	Encourage clubs to create relationships with neighbouring schools and develop partnerships	Clubs; Schools	M
MT07	Increase the sense of security and reduce vandalism through providing larger busier facilities, enhanced landscape design and lighting at select facilities	Clubs	H
MT08	Seek to provide a subregional tennis centre in the vicinity of Caroline Springs	TV; C; TA	M

5.8 Moonee Valley City Council

Facilities and membership overview

Moonee Valley has 20 tennis facilities, comprising of 89 tennis courts. 23 are hard courts, 33 are sand filled artificial grass, and 33 are porous courts. 64% (57) of tennis courts are lit.

In respect to the Tennis Australia facilities hierarchy, 30% (six) clubs could be classified as local clubs. Essendon Tennis Club could be classified as a medium club, whilst Riverside Golf and Tennis Centre can be classified as a subregional facility as it has 12 courts that are all lit.

Based on the current court provisions for metropolitan Melbourne there are 1,289 people per tennis court. If applied to Moonee Valley projected population in 2021, 89 (the existing number) would meet the average.

The population of Moonee Valley is expected to grow only by 5% by 2021, at an annual rate of 0.5%. This equates to a 4.5% increase in organised tennis and a 6.2% increase in non-organised tennis.

Based on 2008 / 09 membership figures, there are 2,102 registered TV members in Moonee Valley. There are several very strong clubs in this municipality, although most sites are relatively small and constrained.

Summary of issues

Policy and planning

Moonee Valley has a Tennis Strategy prepared in 2007 that highlighted the need to maximise the capacity of existing facilities, support growth in participation and strengthen club capacity.

The Maribyrnong Park precinct is currently having a master plan completed that will investigate the future placement of, and combining of, six sporting facilities, in which tennis is one. There is demand to increase the number of courts in this location.

There have been some recent residential developments on brownfield sites but there will be few others. Some expected growth will occur in East Keilor with a housing development at the Niddrie Quarry.

Capital and other maintenance

Council maintains several free access courts.

Council has approved court redevelopments at Maribyrnong Park and Buckley Park.

Specific projects Council will be undertaking are as follows:

- Doutta Galla: landscaping works, refurbished clubhouse floors and change rooms
- Buckley Park Tennis Club: one new tennis court

Relationship with Council

Clubs are on a standard lease with Council that provides an initial three year period and then have an option for another two or three year terms.

Issues from consultation

Through a public workshop, the following issues were raised:

Regional Centre

- Concern clubs would lose members to a RTC
- Coaches may not want to send talented athletes to RTC, existing clubs do cater for some

Facilities

- Clubs are at capacity
- Access to court throughout day and night is an issue
- There are no courts available for public hire due to demand for coaching and competition
- Some centres are not in prominent locations, this affects viability
- Courts subsidence is an issue at Maribyrnong Park
- Security of clubs, as some facilities have been vandalised
- Lack of lit courts an issue for night competition and social tennis

- Cost of replacement of surfaces and lights, difficult to meet for clubs
- Difficulty for clubs to expand as competition with other growth sports such as soccer, master plan at Riverside Golf and Tennis Centre may mean no extra courts here, with a new residential development on doorstep

Participation

- Recruitment of junior players is essential
- Increased demand for coaching and social but no facilities to offer
- Some small clubs don't encourage local hirers, difficult to get access
- TV forums never come to the north west
- Residents in the south likely to use Melbourne's facilities

Management

- Club thought the Tennis Development strategy undertaken in 2007 was a great initiative
- Lack of marketing in respect to local associations
- Expensive for clubs to hire courts for 'overflow'. For example at Riverside Golf and Tennis Centre– a commercially run Council facility. Council could subsidise club use of this facility
- Conflict between coaches and clubs
- Lack of support for clubs from Council
- Lack of volunteers wanting to take responsibilities within clubs
- Lack of overall club involvement, people just want to play and go
- After school and evening courts are at capacity
- Lack of school involvement in tennis
- Choosing an appropriate surface is difficult
- Appropriate ongoing capital works programs for facilities
- My Tennis management software is not appropriate for most clubs, and creates more work for volunteer administrators

Associations

Associations provided the following key issues for Moonee Valley:

- Lack of opportunities for junior development
- Council needs to work closer with clubs to provide development opportunities; eg workshops
- Poor quality of courts generally
- Travel time for parents to take juniors to venues in east and south
- Courts are underutilised at non peak times
- Lack of promotion of programs being run
- Lack of juniors being retained in senior ranks

Council actions

	Moonee Valley City Council Actions	Partner	Priority
MV01	Continue to implement the Tennis Strategy		H
MV02	Develop alternative social opportunities and competition structures in non peak times to increase participation in tennis	Clubs	H
MV03	Consider revising the policy on club provision of lights	Club	H
MV04	Assist clubs to develop relationships with schools	Clubs; Schools	H
MV05	Increase court lighting and encourage spread of competitions onto other nights	Clubs; SRV	H
MV06	Seek to maintain the good mix between porous, hard court and SFAG court surfaces	SRV	L
MV07	Develop stronger links between clubs and Riverside Golf and Tennis Centre	SRV; Centre	M
MV08	Assist clubs to implement management systems to more efficiently maintain en tout cas surfaces	TV	H
MV09	Seek to increase the number of medium court venues (eg Maribyrnong Park) to meet increasing demand and enhance club viability	TV; SRV	L

	Moonee Valley City Council Actions	Partner	Priority
MV10	Where possible assist Riverside Golf and Tennis Centre to increase in the number of courts and run tournaments and programs, enable multiple ITF approved surfaces and meet TAs hierarchy. Consider subsidising overflow courts for hire by clubs at this venue	TV; SRV; TA	M
MV11	Increase links between Council, AAA, CALD and community health programs, as well as tennis clubs and their programs	TV; C	H

5.9 Moreland City Council

Facilities and membership overview

Based on available information, Moreland has 12 tennis facilities, comprising 61 tennis courts. The breakdown in respect to court surfaces is as follows: 5 are hard courts, 26 are sand filled artificial grass, and 30 are porous courts. 84% (46) of tennis courts are lit.

In respect to the Tennis Australia facilities hierarchy, 63% (8) of clubs could be classified as local clubs.

Based on the current court provision for metropolitan Melbourne there are 1,289 people per tennis court. If applied to Moreland's projected population in 2021, 125 would meet the average. This is over double of what is currently available.

The population of Moreland is expected to grow by 8.3% by 2021, at an annual rate of 0.8%. This equates to a 9.9% increase in organised tennis participation and a 7.9% increase in non-organised tennis participation.

Based on 2008 / 09 TV membership figures, there are 1,016 registered members in Moreland.

Summary of issues

Policy and planning

The Council maintains an asset register that incorporates tennis clubrooms, although it does include the courts.

Moreland Council has had a Tennis Strategy in place since 2000. Its purpose was to provide directions about tennis infrastructure on Council land, in the short to medium term.

Fraser Reserve is the only free access tennis court in Moreland. It is managed and maintained fully by Council.

Capital and other maintenance costs

Currently Council are fully funding a complete upgrade of East Coburg Tennis Club. They originally had six porous, and are being resurfaced with four synthetic clay and two synthetic grass. All courts will be floodlit.

Moomba Park received federal funding and Council is working with them to build three new synthetic courts. They already have three. They will all be fully lit (2010).

Council is currently in discussions about Glencairn Tennis Club (2010 - 2011). They have two porous and one sand filled artificial grass surface. They have been working with St Fids who whose facilities are closing at a school.

There is a proposal to refurbish Glencairn and Fraser Reserve facilities (floodlit also).

Council is working in partnership with West Brunswick Tennis club to seek grants to provide funding for another two courts.

There is a plan to develop one club into a municipal level facility.

Occupancy agreements

All tennis facilities are on lease agreements, ranging from 5 - 10 years.

Issues from consultation

Through a public workshop, the following issues were raised:

Regional Centre

- Concern that clubs would lose identity
- Would not be of benefit as there is a centre at Royal Park
- Perceived lack of demand for such a facility

Facilities

- Insufficient courts for night tennis, thus not enough lit courts
- Aging infrastructure is an issue for accessibility to clubrooms and courts
- Adaptability of clubs for different CALD groups (e.g. shielding courts to protect participants from public view)
- Maintenance of courts are expensive, particularly with porous surfaces in the drought

- Smaller clubs are closing and reducing in numbers particularly school and church clubs
- Vandalism to courts
- Increasing club members, gained from clubs closing down, are putting a strain on existing infrastructure
- Lack of funding spent on infrastructure

Participation

- Clubs are not proactive in terms of starting new or diversifying programs
- Casual hire of courts appears to be an issue
- Inclusion of young girls
- Lack of female participation in tennis

Management

- Shortage of volunteers
- Exposure of clubs
- Data collection
- Difficulty in recruiting new volunteers
- Clubs require more support in administration, business planning and volunteer retention
- Fees and charges models are dated
- Lack of formal agreements between coaches and clubs

Associations

Associations identified the following key issues:

- Lack of opportunities for junior development in the north west region
- Councils working closer with clubs to provide development opportunities such as workshops are needed
- Quality of courts
- Travel time for parents to take juniors to venues in east and south
- Courts being underutilised at non peak times
- Lack of promotion of programs being run

Council actions

	Moreland City Council Actions	Partner	Priority
ML01	Increase links between Councils AAA and CALD programs with tennis clubs and their programs	TV; VicHealth	M
ML02	Promote TA's club coach agreements to clubs	TA	H
ML03	Increase the number of courts at two (largest) facilities (ie Coburg and Glenroy) to meet TAs requirements for a medium facility	SRV; TV	H
ML04	Develop alternative competition structure and PAYP opportunities to increase participation in tennis	Clubs; Assoc; TV	M
ML05	Work with TA and clubs to enhance management to efficiently maintain the number of en tout cas surfaces	TV; Clubs	H
ML06	Seek to make existing facilities accessible to people using wheelchairs and accommodate the needs of Muslim women	TV; VicHealth	M

5.10 Nillumbik Shire Council

Facilities and membership overview

Based on available information, Nillumbik has 10 tennis facilities, comprising of 47 tennis courts. The breakdown in respect to court surfaces is as follows: 74% (35) are SFAG, and 26% (12) are porous courts. 83% (39) of tennis courts are lit.

In respect to the Tennis Australia facilities hierarchy, 70% (seven) clubs could be classified as local clubs. Plenty Park Tennis Club could be classified as a medium level club.

Based on the current court provision for metropolitan Melbourne there is 1,289 people per tennis court. If applied to Nillumbik's projected population in 2021, 52 courts would meet this average. This is slightly more than what is currently on offer.

The population of Nillumbik is expected to grow by 5.7% by 2021, at an annual rate of 0.6%. This equates to a 3.5% increase in organised tennis participation and an 8.3% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there are 1,565 registered members in Nillumbik.

Summary of issues

Policy and planning

Tennis courts are included on Nillumbik's asset management register. Council is currently preparing a recreation strategy that will include tennis, however this is still in draft form.

Capital and other maintenance

There are no capital works for tennis in the capital works plan for the next 5 years.

Relationship with Council

Clubs are on individual lease arrangements with Council.

Issues from consultation

Through a public workshop, the following issues were raised:

Regional Centre

- A RTC is perceived as detrimental to club membership levels
- A regional centre outside of the municipality would not be of benefit to local clubs
- Perception that more courts for clubs would be a wiser investment than the creation of a regional centre

Facilities

- Most nights of the week, clubs are at capacity, however there is availability on weekends
- Lack of facilities
- Maintenance and funding of porous courts
- Upgrading surfaces
- Upgrading high tower lights to low level lights
- Underutilisation of facilities during the day
- Lack of funding for sand filled artificial grass
- Topography makes supplying more courts an issue

Participation

- High cost of hiring overflow facilities
- Lack of sport in schools is not providing an initial sporting experience to those who may go on and play tennis
- Too much focus on elite rather than grass roots development
- Topography makes provision of disability access difficult
- Lack of coaches working with schools
- Junior retention

Management

- Lack of people willing to volunteer their time
- Lack of administrative support to clubs
- Lack of funding provided to tennis
- Clubs not using Tennis Victoria's My Tennis administrative software
- Lack of communication with past members to try and attract them back
- Unwillingness to restructure competitions to ease the loading of courts at peak times

Associations

Associations identified the following key issues within the municipality:

- Lack of facilities
- Junior competition is at capacity
- Access to suitable land to build facilities
- Lack of understanding of clubs by TV

Council actions

	Nillumbik Shire Council Actions	Partner	Priority
NB01	Investigate capacity to expand the number of courts at current clubs	TV; SRV	H
NB02	Develop a capital works program to maintain courts in good order	Clubs	H
NB03	Consider ITF approved surfaces (hard court, lawn and en tout cas) when resurfacing courts	Clubs; SRV	M
NB04	Seek to reschedule competitions over more nights to enable additional persons to be accommodated	Clubs; Assoc	H

5.11 Whittlesea City Council

Facilities and membership overview

Based on available information, Whittlesea has 17 tennis facilities, comprising of 82 tennis courts. 22 are hard courts, 50 are sand filled artificial grass, and 10 are porous courts. 72% of tennis courts are lit. Eight additional courts are planned.

In respect to the Tennis Australia facilities hierarchy, 65% (11) clubs can be classified as local clubs.

Based on the current court provision for metropolitan Melbourne there is 1,289 people, per tennis court. If applied to Whittlesea's projected population in 2021, 176 courts would meet this average. This is over double of what is currently provided for.

The population of Whittlesea is expected to grow by 39.7% by 2021, at an annual rate of 4%. This equates to a 42.2% increase in organised tennis and a 37.4% increase in non-organised tennis.

Leisure City Epping, a private facility, has five sand filled artificial grass indoor courts and five outdoor courts that are currently under renovation and not in use

Based on 2008 / 09 TV membership figures, there are 725 registered members in Whittlesea.

Summary of issues

Policy and planning

Whittlesea Council does not have an asset management strategy, for tennis facilities. However they do have a maintenance schedule with tennis facilities included. Clubs are expected to perform general maintenance (clean clubrooms and gardens, etc).

Council consults with clubs in the decision making process for capital works upgrades to facilities.

Whittlesea has a number of public access courts. These are at Doreen, Wollert, Epping (Council maintains) and there are four new courts at Aurora Estate, which are open access. The Council does not currently manage these, but may need to perform this task in the longer term. Once a club begins establishment here, clubrooms will be developed.

Some new areas such as Mernda and Laurimar and South Morang do not have any tennis courts. Mernda Recreation Reserve has allowed for eight courts in the masterplan.

The previous tennis strategy is to be reviewed. It focuses on the provision of, and the minimum standards of facilities.

There is also a clause in club leases regarding public hire. The sports pavilion strategy dictates provision of clubrooms.

The Councils water strategy addresses the provision and allocation of water and usage for courts.

Capital and other maintenance

The following facilities are planned to have capital works undertaken:

- Dr. Harry Jenkins Reserve: reconstruction of four courts. Two courts in 2010 / 11 and two in 2013 / 14
- Mill Park Lakes: four new courts (already four courts), synthetic grass currently
- TH Hurrey Reserve (Yan Yean) investigating relocation of club but proposed resurfacing of courts one and two, SRV grant pending, to occur 2010 / 11
- Tuttle Reserve (public access courts): resurfacing two courts (hard court)
- Thomaston East Reserve. Reconstruction of courts three and four with synthetic grass, to occur 2012 / 13
- Works are currently underway at Walker Reserve Whittlesea for reconstruction to synthetic clay;

Council currently maintain all facilities, including courts and pavilions.

Relationship with Council

Clubs have five-year lease agreements. This is a new system with the lease arrangements having only been in place for 12 months. Prior to this, there were general usage agreements with tennis clubs.

Issues from consultation

The following issues were raised in the public workshop:

Regional Centre

- Concern that with a RTC, small clubs would disappear
- A RTC would need to be located centrally for all
- Concern that if a regional centre received Council funding, clubs would not

Facilities

- Maintenance of courts
- Broken glass and bottle on porous courts
- Aging and inadequate infrastructure
- Lack of lighting causing participants and members to be turned away
- Lack of a suitable number of courts at venues causing competitions having to be played at a number of venues
- Facilities being vandalised
- Substandard facilities hinder memberships from being attracted

Participation

- Lack of development squads in the municipality
- Lack of pennant opportunities in municipality
- Structure of pennant
- Junior retention into senior competition
- Lack of junior interest in playing doubles

Management

- Lack of available funding
- Council leases are unclear how much clubs are expected to contribute to capital works

Associations

Associations provided the following as key issues for Whittlesea:

- Night tennis is having a detrimental affect on Saturday competitions
- Struggling junior competition
- Clubs not joining Associations as they once did, not seeing relevance
- Lack of women participating
- Lack of social tennis
- Clubs needing more courts added to their facility

- Length of time it takes Council to address maintenance issues
- Lack of facilities
- Junior competition is at capacity
- Access to suitable land to build facilities
- Lack of understanding of clubs by TV

Council actions

	Whittlesea City Council Actions	Partner	Priority
WT01	Consider the development of several additional large tennis complexes (potentially developed in stages) in the City to meet likely demand	SRV; TV	M
WT02	Ensure all new facilities have lights on all courts	SRV	H
WT03	Increase the number of courts at several existing clubs eg Norris Bank, and Lalor (possibly at a new site)	SRV; TV	M
WT04	Undertake feasibility studies to identify suitable locations for new facilities in precincts without facilities and to provide two new sites plus construct further courts in South Morang to become a medium or subregional centre	TV; TA; SRV	L
WT05	Market the existing opportunities to play tennis across the City including free access courts and the large private facility in Epping	Clubs; Centres	H
WT06	Investigate the feasibility of Whittlesea constructing a sub regional facility for the municipality (potentially at Huskisson Reserve, Lalor Secondary College TH Hurrey Reserve, or Mernda Recreation Reserve)	SRV; TV	M
WT07	Provide tennis club forum with professional / club development sessions, including marketing on Game, Set, Match.	TV	H

	Whittlesea City Council Actions	Partner	Priority
WT08	Conduct a review of Councils current tennis policy and synthetic surface policy		H
WT09	Review Norris Bank tennis club as an opportunity for potential capital works expansion	TV	M

5.12 Wyndham City Council

Facilities and membership overview

Based on available information, Wyndham has 19 tennis facilities, comprising of 68 tennis courts. There are 57 hard courts, and 11 porous courts. 69% (40) of those tennis courts are lit.

In respect to the Tennis Australia facilities hierarchy, 26% (five) clubs could be classified as local clubs. Werribee Central Tennis club can be classified as a medium facility.

Based on the current court provision for metropolitan Melbourne there is an average of 1,289 people per tennis court. If applied to Wyndham's projected population in 2021, 171 courts meet the average. This is 250% more than what is currently provided.

The population of Wyndham is expected to grow by 49.8% by 2021, at an annual rate of 5%. This equates to a 52.8% increase in organised tennis participation and a 48.5% increase in non-organised tennis.

Based on 2008 / 09 membership figures, there are 1064 registered TV members in Wyndham.

Summary of issues

Policy and planning

Tennis facilities are managed within the Recreation Department of Council.

Council provides for public access courts. There are currently three such facilities in Wyndham. Council maintains public access tennis courts, however if installed by a developer it is up to them to manage and maintain these for a period of two years.

Council has recently undertaken and completed a Water Security Plan which aims to ensure an ongoing water supply for its sporting and open space areas. Council will have Class A recycled water available at a number of new facilities (and some existing facilities) which will allow retention of porous courts.

Wyndham's last tennis strategy was prepared in 2004, in which initial discussion of a regional tennis centre was investigated.

Wyndham provides facilities based on a standard of one court per 3,000 residents. Council has indicated that this is appropriate to meet current demand, however this standard is regularly reviewed.

Council is prepared a master plan for a site on Wootten Road (Tarneit), which will possibly accommodate tennis. Other sites in Point Cook (Jamieson Way), and Werribee Central have opportunities to provide for tennis.

A feasibility study is to be undertaken for a potential regional centre for soccer and tennis at Laurie Emmins Reserve (at least 24 courts) in Laverton North.

Capital and other maintenance

Council is proposing the construction of an additional 53 courts. Four courts at the Werribee Sports and Fitness Centre may be lost due to development, and potentially a further 10 courts at Hoppers Crossing and Point Cook Tennis Clubs. Clubs are considering relocation to Wootten Road and Point Cook Road, respectively.

Further tennis developments proposed include:

- Council is planning two new facilities at Point Cook Road Reserve, and Wootten Road Reserve. Both facilities are likely to commence as eight courts, fully lit, with clubroom facilities etc. Space will be allowed for an additional four courts
- Cambridge Tennis Club will be upgraded from six to eight courts
- Werribee Centrals Tennis Club, situated at Galvin Park in Werribee, currently has eight courts which is likely to increase to 12 courts

Further developments may be proposed based on community needs.

Relationship with Council

Wyndham Council has licence agreements with all clubs. These range from one to three years.

Council has identified lease agreements as a future option for tennis clubs.

Issues from consultation

The following issues were raised in the public workshop:

Regional Centre

- A RTC may impact negatively on clubs, both in terms of attracting coaches and participants
- Consideration of accessible transport to such a venue

Facilities

- Lack of courts
- Current and new facilities require more courts
- Facilities need to be professionally managed
- Appropriate surfaces and maintaining the condition of surfaces
- Lack of sliding surfaces and environmentally responsible watering systems

- Disparity between development surfaces and surfaces that are appropriate for all
- Foundation of courts needs to be appropriate to the geo-technical requirements
- More lighting required for courts
- Wind damages on outdoor courts
- Facilities being damaged by vandalism
- A 12 court dual tennis / hockey facility was built at Presidents Park, however it has never been used for tennis.

Participation

- Facilities need to be accessible to people with a disability, particularly those in wheelchairs or physical impairments
- Lack of linkages to schools

Management

- Lack of people willing to volunteer as committee members
- Aging volunteer population
- Clubs do not have a business model
- Lack of time to invest into development
- Lack of skills in strategic and business planning

Associations

Associations identified the following as key issues in Wyndham:

- The lack of courts
- Difficulty in attracting and retaining members
- The time it takes Council to repair and maintain facilities, from the time issues are reported
- Change of lifestyle is impacting on competition numbers and structures
- Lack of volunteers who are skilled in player development
- Parking issues
- Vandalism of facilities
- Lack of tournaments
- Infrastructure at tennis facilities is not inviting

Council actions

	Wyndham City Council Actions	Partner	Priority
WN01	Determine the feasibility of developing a regional centre at Laurie Emmins Reserve in Laverton North	TV; SRV	H
WN02	Plan to provide additional courts over the next ten years to meet population projections	SRV	L
WN03	Seek to increase the number of courts at existing centres to respond to community need	SRV	M
WN04	Provide assistance to existing clubs to better manage and maintain facilities and make them accessible for community hire	TV; Clubs	H
WN05	Seek to introduce more courts with a porous surface in Wyndham	TV; Council; SRV	M

5.13 Yarra City Council

Facilities and membership overview

There are no tennis facilities located on Yarra City Council's land. They are all on crown or education land.

Based on available information, Yarra has ten tennis facilities, comprising of 31 tennis courts, plus a half courts at Fitzroy High. 12 are hard courts, 13.5 are sand filled artificial grass, and six are porous courts. 57% (18) of courts are lit.

There are three facilities in the Yarra Council that are classified as local.

Based on the current court average for metropolitan Melbourne there is 1,289 people per tennis court. If applied to Yarra's projected population in 2021, 55 meet the average. This is just under double what is currently available.

The population of Yarra is expected to grow by 9% by 2021, at an annual rate of 0.9%. This equates to an 8.5% increase in organised tennis participation and a 10.6% increase in non-organised tennis.

Based on 2008 / 09 TV membership figures, there are 680 registered members in Yarra.

Yarra is in a unique situation having two major tennis facilities on their borders; Melbourne Park Tennis Centre and Boroondara Regional Tennis Centre.

Summary of issues

Policy and planning

To assist in planning, Council receives data from a community panel called "Yarra Matters" to maintain ongoing dialogue between the community and Council. This provides data to Council on an annual basis that suggests a large proportion of Yarra residents participate in tennis outside of the municipality.

Tennis facilities are included in the Asset Management Strategy.

There is an overall sports plan for the municipality (2008 – 2012). Tennis is highlighted in the associated action plan under Section 9.5.8, whereby it is proposed that an investigation will take place to evaluate options to provide additional tennis courts within the municipality.

Yarra Council does not have a free access policy to courts and does not allow clubs to block public usage. Hence, all facilities must provide access to the public.

Mayors Park tennis centre has an online booking system whereby members of the public can view court availability times and make bookings.

Yarra residents have access to a large number of courts on the fringe of the City of Melbourne, for example in Carlton North.

Capital and other maintenance

Fitzroy Tennis Club are upgrading three en tout cas to sand filled artificial grass. Water from these courts is being harvested from these to water the remaining three en tout cas courts. Plans have been completed for clubhouse and accessibility has been considered. New fences will also be installed.

Mayors Park has been upgraded in the past three years. Sand filled artificial grass might need to be replaced in seven to eight years.

Council has indicated that all future court developments will be multipurpose courts. These are likely to be marked for tennis and netball.

Council has indicated that they will not be attempting to bring their facilities into line with the Tennis Victoria as due to their unique situation of having two regional centres (Melbourne Park and Boroondara Tennis Centre) on their immediate borders.

Occupancy agreements

Tennis clubs are on lease agreements with Council.

Mayors Park is under a license and has a facility manager. This is for three years. Council is currently in the process of developing a sub license, as the club wanted a three-way agreement.

All clubs are expected to maintain access to public courts at all times. Mayors Park is expected to have provided access to two courts for public use. Mayors Park management have implemented an online booking system for the facility, to allow patrons the opportunity to view the availability of courts and make bookings.

The club based at Mayors Park has recently been granted the right to restrict access on Saturday to allow club use only.

Fitzroy tennis club is on a peppercorn rent, however is expected to maintain the facility (except for the clubhouse). They are also entitled to keep any revenue generated through court hire.

Issues from consultation

Council has provided the following information on identified issues:

Regional Centre

- Council is landlocked and therefore would not be able to accommodate a regional centre
- Residents have good access to the regional centre at Melbourne Park (National Tennis Centre)

Facilities

- Council is developing new joint usage agreements with schools and non Council facilities
- There is a lack of courts
- Clubs are at capacity

Participation

- Other sports have taken over from tennis at facilities. Ryans Reserve was a tennis and netball facility and is now considered a netball facility
- Over the years a few small church clubs have disappeared
- Princes Hill Secondary College has tennis as a school sport and uses the courts in Princes Park
- 40 – 60% of those wanting to participate in tennis leave the municipality, for tennis courts nearby
- Developing a balance between competition and social / casual participation of courts is important
- There is a lack of daytime use
- There is a perception of elitism and a closed club culture

The Associations raised no issues concerning Yarra.

Council actions

	Yarra City Council Actions	Partner	Priority
YR01	Seek to ensure that courts provided for the public on non-Council (Crown) land are retained for tennis	SRV	H
YR02	Continue to seek access for community tennis to courts on private or education land	SRV; Schools	H
YR03	Where opportunities arise in brownfield residential development, seek to provide additional tennis courts (outside of parks)	SRV TV	M
YR04	Assist clubs to provide programs for children and marginalised groups	TV	H
YR05	Council to further investigate tennis facility usage in order to assess future court developments	TV; SRV	M
YR06	Investigate likelihood of partnering City of Melbourne to implement court booking system	Melbourne TV	H

6 IMPLEMENTATION AND ACTIONS

This section provides a list of the proposed actions, for the region as a whole and by municipality.

Actions have been ranked according to whether it meets one of the following criteria:

- To increase opportunities for player development – (to enter high performance)
- To increase the number of people playing tennis – (who don't now)
- To increase sustainability of an existing community assets
- To enhance the carrying capacity of existing tennis facilities
- Enable ease of implementation/ likelihood of capital being available
- Encourage Regional co-operation / planned approach to works by Council

The actions are set out under the same chapters and subchapter headings, as in this document.

The type of actions and score that determines ranking is provided in the following table.

Who has lead responsibility for each action, and priorities are included in the summary implementation plan, provided separately to this document.

Tennis Victoria will be working closely through the Community Tennis Officers and each Council to work through each action.

Table 12. Method for and rankings of actions in this plan

Objectives	Types of actions	RANK
To increase opportunities for player development – (to enter high performance)	<ul style="list-style-type: none"> ■ Sub regional and regional centres ■ Resurface to ITF surface ■ Hierarchy of facilities ■ Relationships between council in planning for regional centres etc. 	2.5
To increase the number of people playing tennis – (who don't now)	<ul style="list-style-type: none"> ■ Any new location for facilities ■ Free access courts ■ Programs for target groups ■ Sub regional and regional centres ■ Social participation / community hire ■ Schools ■ Lighting 	3
To increase sustainability of an existing community asset	<ul style="list-style-type: none"> ■ Asset renewal: Fencing, other court resurfaces (not ITF approved), club house redevelopment ■ Additional courts at same location ■ Coaches issues 	2
To enhance the carrying capacity of existing tennis facilities	<ul style="list-style-type: none"> ■ Additional courts at existing location ■ Lights 	2
Ease of implementation/ likelihood of capital being available	<ul style="list-style-type: none"> ■ New locations ■ ITF surfaces ■ Sub regional or regional facilities 	2
Regional co-operation / planned approach to works by Council	<ul style="list-style-type: none"> ■ Asset management plans ■ Capital works plans ■ Revisit occupancy agreements 	1

6.1 Region wide actions

6.1.1 Increasing opportunities for participation in tennis

Actions: Increase participation in target populations

1. Councils and Tennis Victoria should be encouraged to collect and monitor tennis player and membership numbers, by target group, on a regular basis
2. Continue to encourage more females, older adults, people with low incomes and those born in non English speaking countries, to play tennis
3. Work with Council to support and promote the CALD (culturally and linguistically diverse) tennis programs
4. Audit tennis facilities commencing with facilities classified as Medium facilities in the hierarchy (and above) to ensure they are accessible to people with a disability

5. Continue to support clubs to deliver inclusive tennis opportunities (through the AAA programs, Sports Connect, and the development of partnerships with Special schools, Special Olympics and other service providers in this market)

6. Ensure subregional and regional facilities provide opportunities for people with intellectual disabilities and users of wheelchairs

Actions: Plan for schools tennis

7. Encourage community tennis officers to work closely with Council recreation officers and schools to: increase the number of schools providing tennis as a school sport, and provide links between school and clubs
8. Consider the proximity to schools when planning any additional sites for tennis facilities
9. Seek to develop relationships between clubs and local schools and ensure subregional and regional facilities develop a schools program

10. Investigate any opportunities to utilise school courts for overflow and club and community use after hours

11. Work closely with the Tennis Academy at Bayside Secondary College and Maribyrnong Secondary College and local clubs, and investigate opportunities to share courts in off peak times.

Actions: Enhance facilities' quality and accessibility of infrastructure and motivation for people to play tennis

12. Progressively upgrade selected small clubs to bring them up to a "local centre" with a minimum of four courts, with at least two of those lit
13. Assist clubs to provide more opportunities for social tennis and pathways for talented players to move from local clubs up to higher standards of performance without leaving the region
14. Provide incentives (or additional courts) to enable clubs to provide casual court hire and assist them to devise systems to encourage casual court access
15. Investigate technology based solutions that may better facilitate court hire (e.g. pin number security panel for courts like at a car wash)
16. Consider developing one online tennis court booking system across the region. This should also include courts in the City of Melbourne.

Actions: Increase the number of free access courts

17. Provide free access courts and hit up walls in selective areas to encourage social / family tennis
18. Ensure tennis facility provision requirements for each municipality are documented, articulated in structure plans and development plans, and provided to developers to direct how tennis is provided in future residential developments.

Actions: Increase player and member retention

19. Investigate demands of tennis participants aged between 16 and 30 years (especially females) in order to develop appropriate products for this market and devise member retention strategies
20. Encourage and assist clubs to target members who do not renew, seek to find out why they haven't renewed, and invite them back

Actions: Optimise the value of occupancy agreements

21. Encourage Councils to provide incentives in occupancy agreements to increase participation in tennis, and support the development of social; and club tennis
22. Consider reviewing club, Council and contractor roles and responsibilities for infrastructure development and maintenance, to enhance efficiencies and ensure infrastructure is maintained in a suitable condition.

Actions: Prevent further attrition of clubs

23. Encourage Councils to identify all local church tennis clubs and school tennis courts and develop a dialogue with those
24. Seek to assist small clubs to grow and become more sustainable and arrest the decline in number of sites where tennis is offered. Where the future of clubs or courts are in doubt, work with the clubs to develop succession plans

Actions: Lighting of additional courts

25. Complete a lighting assessment of all courts in the north west region (where this has not been done) to ascertain current type, levels and quality of court lighting and prepare a program for lighting of all courts classified as local and above, as a priority
26. Seek funding to increase the level of tennis court lighting in north west from 64% to 80% within 5 years
27. Encourage Councils to review their policies on who is responsible for tennis court lighting, to enhance consistency and the condition of lights across the region

6.1.2 A hierarchy of facilities to assist growth and development

Actions: Promote the benefits introducing subregional and regional centres into the region

28. Promote the benefits of introducing a hierarchy of tennis facilities for community and other levels of tennis, and the establishment of subregional and regional tennis facilities into the north west

Actions: Applying the TA facility hierarchy to the facilities in the north west

29. Seek to increase the numbers of courts and services at tennis facilities to better reflect the facility hierarchy guidelines of Tennis Australia/Victoria
30. Upgrade select facilities to comply with the Tennis Australia hierarchy

Actions: Provide additional courts

31. Seek to provide additional courts at existing tennis facilities to create twenty medium tennis centres in the north west, and four or more subregional centres
32. Seek to provide one regional centre in the north west in the short term, and up to two additional regional facilities in the long term, where feasible
33. Ensure all clubs can provide convenient access for social participation, and affordable club access for over flow for other clubs

Actions: Equitably distribute subregional and regional tennis centres

34. In the short term, seek to provide one tennis new complex of a subregional standard in each of the municipalities of Melton, Wyndham and Whittlesea, and one regional tennis centre in Hume City Council.
35. Seek to upgrade existing facilities to meet at least a subregional standard in Moonee Valley, Hume and Hobsons Bay.

Actions: Develop relationships between a regional facility and clubs

- 36. Work with Councils in the north west to provide a coordinated approach to the development of subregional and regional tennis facilities
- 37. Develop a network of recreation officers to assist in the role out of this plan (and subregional and regional tennis centres in the region) and ensure that the package of these, and the locations of the centres benefit the region as a whole
- 38. Work with Clubs to develop a network amongst existing facilities with the same hierarchy; especially subregional facilities

Actions: Develop success criteria for a regional facility

- 39. Assist Councils to collectively develop principles and success criteria for the operation of regional and subregional tennis facilities in the north west, and seek a balance between community and player development, and club and association use

- 40. Devise a policy to ensure the needs of community, /social players, clubs, associations, coaches and TV point's tournaments, are met in a regional tennis facility, in a fair and equitable manner

Actions: Develop Regional Tennis Centre management model

- 41. Ensure the management model for a regional facility provides benefits to social players, community clubs and talent identification and development, and does not drain members from other clubs
- 42. Prepare a feasibility study to determine the nature and management model for any regional tennis centre on a specific site
- 43. Establish a regional working party of recreation officers, TA, TV and any other contributor of funds, to develop a management model for the operation of each regional tennis facility
- 44. Introduce a pricing structure designed to allow club access to a regional tennis centre for 'overflow' courts at a reasonable rate

Actions: Influence regional tennis centre court surfaces

- 45. Seek to ensure that at least one regional or subregional centre in the north west provides 12 plus clay or porous courts
- 46. Provide technical and management advice to Councils about the selection, design and cost effective maintenance of surfaces (especially en tout cas and SFAG surfaces)
- 47. Ensure water conservation and wind protection schemes are developed to assist in maintaining porous courts efficiently and at a high standard
- 48. Where possible, seek to introduce tennis courts with a porous surface in subregional or regional centres in Wyndham and Melton

Actions: Increase utilisation of courts

- 49. In municipalities where some courts are not well utilised at night and courts are being hired out of the municipality for competitions, encourage tennis associations to review competition schedules to: include more night competition times, spread competition over more days, and reduce the need for additional courts
- 50. Work with Councils and clubs to program more activities at tennis courts during the day
- 51. Assist clubs to find convenient ways to make their courts accessible for public hire, and promote this access
- 52. Work with Councils to offer more supported tennis programs for women during the week (social get togethers lead by a coach, and with some games that don't require a partner)

6.1.3 Improved condition of facilities and planned capital works

Actions: Enhance the strategic capital works planning for tennis

- 53. Encourage Councils to undertake detailed capital works and asset management planning for tennis facilities in each municipality without a tennis strategy and tennis asset management plan
- 54. Encourage Councils to prepare or update their tennis development strategies, and consider the requirements of facilities to meet the needs of foundation, participation, and performance levels of the sport

Actions: Seek capital required to upgrade existing tennis facilities

- 55. Seek capital assistance from the state and federal government to fund tennis facility improvements across the region
- 56. Seek to establish a Tennis and SRV funded program for:
 - a) tennis improvements that provide lighting and retain or increase the number of porous courts,
 - b) provide additional courts at existing centres, and the development of regional or subregional centres

Actions: Seek funding for regional tennis centres

- 57. Devise a partnership program to support the development of one or more regional tennis centres in the region. Ensure this does not impact on the provision of funds to upgrade other tennis facilities in the region

58. Consider notionally a four-way partner funding programs between Tennis Australia, Sport and Recreation Victoria, Council, and either a developer, school, private operator or benefactor -depending on the site

6.1.4 Increase professionalism in club management

Actions: Enhance and manage volunteerism

59. In conjunction with strategies to enable clubs to become larger, assist clubs to separate facility management and club management roles and devise 'tasks' and activities for short term volunteers

60. Promote the range of available resources for clubs and help them recruit, train, reward and retain volunteers.

61. Work closely with small clubs and their Councils to explore alternative management issues

62. Assist clubs to develop strategic and business plans

Actions: Increase opportunities for funding

63. Work with Council, Tennis Associations and clubs to increase opportunities for successful grant applications

64. Develop regional wide package of projects, and seek opportunities to access funds from foundations, and through corporate and governments grants for development programs, energy and water conservation related to lights and surfaces and other projects

65. Assist clubs with advice and information about infrastructure lifecycle costs that may assist with budgeting, cost efficiencies and fundraising

Actions: Clarify roles of coach and clubs

66. Promote the information available through TA concerning the relationship between coaches and tennis club / facilities, and coach's contracts

Actions: Increase the number of clubs affiliated with Tennis Victoria

67. Promote the benefits to clubs, and encourage clubs to affiliate with Tennis Victoria

6.2 Regional implementation plan

ACTIONS	Lead	Partner	Priority
Increase opportunities for participation in tennis			
Actions: Increase participation in target populations			
1. Councils and Tennis Victoria should be encouraged to collect and monitor tennis player and membership numbers, by target group, on a regular basis	TV	C	H
2. Continue to encourage more females, older adults, people with low incomes and those born in non English speaking countries, to play tennis	TV	C, CI	H
3. Work with Council to support and promote the CALD tennis programs	TV	C, CI	M
4. Audit tennis facilities commencing with facilities classified as Medium facilities in the hierarchy (and above) to ensure they are accessible to people with a disability	TV	C	L
5. Support clubs to deliver inclusive tennis (through the AAA programs, Sports Connect, partnerships with Special schools, Special Olympics and other service providers	TV	C	L
6. Ensure subregional and regional facilities provide opportunities for people with intellectual disabilities and users of wheelchairs	TV	C,	L

ACTIONS	Lead	Partner	Priority
Actions: Plan for schools tennis			
7. Encourage community tennis officers to work closely with Council and schools to: increase the number of schools providing tennis, and link school and clubs	TV	Sc	H
8. Consider the proximity to schools when planning additional tennis facilities	TV	C, CI	M
9. Seek to develop relationships between clubs and local schools and ensure subregional and regional facilities develop a schools program	TV	C,	M
10. Investigate any opportunities to utilise school courts for overflow and club and community use after hours	CI	Sc, TV	M
11. Work closely with the Tennis Academies, and local clubs, and investigate opportunities to share courts in off peak times	TV	C, S A	M
Actions: Enhance facilities' quality and accessibility and motivate people to play tennis			
12. Progressively upgrade selected small clubs to bring them up to a "local centre" with a minimum of four courts, with at least two of those lit	TV	C, CI	M
13. Assist clubs to provide more opportunities for social tennis and talented players to move to higher standards of performance without leaving the region	TV	C	M
14. Provide incentives (or additional courts) to enable clubs to provide casual court hire and assist them to devise systems to encourage casual court access	TV	C	L
15. Investigate technology based solutions that may better facilitate court hire	TV	C	H
16. Consider developing one online tennis court booking system across the region. This should also include courts in the City of Melbourne	TV	C	H
Actions: Increase the number of free access courts			
17. Provide free access courts and hit up walls to encourage social / family tennis	C	D	M
18. Ensure tennis facility provision requirements for each Council are documented, in structure plans, and provided to developers to influence residential developments	C	D	H

ACTIONS	Lead	Partner	Priority
Actions: Increase player and member retention			
19. Investigate demands of tennis participants aged 16 and 30 years (especially females) in order to develop products for this market and devise member retention strategies	TV	C	H
20. Encourage and assist clubs to: target members who do not renew, find out why they haven't renewed, and invite them back	TV	C	H
Actions: Optimise the value of occupancy agreements			
21. Encourage Councils to provide incentives in occupancy agreements to increase participation in tennis, and support the development of social, and club tennis	TV	C	M
22. Review roles and responsibilities in agreements to infrastructure development and maintenance, is efficient and effective	TV	C, CI	L
Actions: Prevent further attrition of clubs			
23. Encourage Councils to identify all local church tennis clubs and school tennis courts and develop a dialogue with those	C	TV	L
24. Assist small clubs to grow and become more sustainable. Arrest the decline in number of tennis facilities. Work with the clubs to develop succession plans	TV	C, CI	M
Actions: Lighting of additional courts			
25. Assess lighting on all courts in the region. Prepare a program for lighting all unlit courts classified as local and above.	C	TV	H
26. Seek funding to increase lighting from 64% of courts to 80%, within 5 years	TV	C	H
27. Encourage Councils to review their policies on who is responsible for tennis court lighting, to enhance consistency and the condition of lights across the region	C	TV	H

ACTIONS	Lead	Partner	Priority
Adopt a hierarchy of facilities to assist growth and development			
Actions: Promote the benefits of introducing subregional and regional centres			
28. Promote the benefits of adopting a hierarchy of tennis facilities and developing subregional and regional tennis facilities in the north west	TV	C	H
Actions: Applying the TA facility hierarchy to the facilities in the north west			
29. Seek to increase the numbers of courts and services at tennis facilities to better reflect the facility hierarchy guidelines of Tennis Australia/Victoria	TV	C, CI	M
30. Upgrade select facilities to comply with the Tennis Australia hierarchy	TV	C, CI	M
Actions: Provide additional courts			
31. Seek to provide additional courts at existing tennis facilities to create twenty medium tennis centres in the north west, and four or more subregional centres	TV	C	M
32. Seek to provide one regional centre in the north west in the short term, and up to two additional regional facilities in the long term, where feasible	TV	C, TA, SRV	M
33. Ensure all clubs can provide convenient access for social participation, and affordable club access for over flow for other clubs	TV	C	H
Actions: Equitably distribute subregional and regional tennis centres			
34. In the short term, provide one new subregional tennis centre in Melton, Wyndham and Whittlesea, and one regional tennis centre in Hume City Council	TV	C, TA	H
35. Seek to upgrade an existing facility to a subregional standard in: Moonee Valley, Hume and Hobsons Bay	C	TV	H

ACTIONS	Lead	Partner	Priority
Actions: Develop relationships between a regional facility and clubs			
36. Work with Councils in the north west to provide a coordinated approach to the development of subregional and regional tennis facilities	TV	C	H
37. Develop a network of recreation officers, to implement this plan	TV	C	M
38. Work with clubs to develop a network amongst subregional facilities	TV	CI	M
Actions: Develop success criteria for a regional facility			
39. Develop principles and success criteria for regional /subregional centres with Councils to balance community, player development, club and association use	C	TV	H
40. Devise policy to ensure the needs of social players, clubs, associations, coaches and TV tournaments, are met in a regional tennis facility	TV	C	H
Actions: Develop a regional tennis centre management model			
41. Ensure the management model for a regional facility provides benefits to social players, community clubs as well as talent identification and development	TV	C, TA	H
42. Prepare a feasibility study to determine the nature and management model for any regional tennis centre on a specific site	TV	C	M
43. Establish a working party of Councils, TA, TV, and any contributors of funds, to develop a management model for the operation of each regional tennis facility	TV	SRV	H
44. Introduce a pricing structure designed to allow club access to a regional tennis centre for 'overflow' courts at a reasonable rate	C	TV	H

ACTIONS	Lead	Partner	Priority
Actions: Influence regional tennis centre court surfaces			
45. Seek to ensure that at least one regional or subregional centre in the north west provides 12 plus clay or porous courts	TV	C, TA	M
46. Provide technical and management advice to Councils about selection, design and cost effective maintenance of surfaces (especially en tout cas and SFAG)	TV	TA	H
47. Ensure water conservation and wind protection schemes are developed to assist in maintaining porous courts efficiently and at a high standard	TV	SRV, TA	H
48. Where possible, seek to introduce tennis courts with a porous surface in subregional or regional centres in Wyndham and Melton	TV	TA, SRV	M
Actions: Increase utilisation of courts			
49. Where courts are not well utilised at night encourage tennis associations to review competition schedules and include more night competition times	TV	C, CI	H
50. Work with Councils and clubs to program more activities courts during the day	TV	C, CI	M
51. Assist clubs make their courts accessible for public hire, and promote this access	TV	CI, C	H
52. Work with Councils to offer more tennis programs for women during the week	TV	C	L

ACTIONS	Lead	Partner	Priority
Improve condition of facilities and planning of capital works			
Actions: Enhance the strategic capital works planning for tennis			
53. Encourage Councils to undertake detailed capital works and asset management planning for tennis facilities	TV	C	H
54. Encourage Councils to prepare or update their tennis development strategies, and meet the needs of foundation, participation, and performance players	TV	C	H
Actions: Seek capital required to upgrade existing tennis facilities			
55. Seek capital assistance from the state and federal government to fund tennis facility improvements across the region	TV	TA, SG, FG	H
56. Seek to establish a tennis and SRV funded program for: a) lighting and retaining or increase the number of porous courts b) provide additional courts and regional or subregional centres	TV	TA, C, SRV	H
Actions: Seek funding for regional tennis centres			
57. Devise a partnership program to support the development of one or more regional tennis centres in the region. Ensure this does not impact on the provision of funds to upgrade other tennis facilities in the region	TV	TA, C	H
58. Consider notionally a four-way partner funding program between TA, SRV, Council, and either a developer, school, private operator or benefactor	TV	SRV, TA, C, D	H

ACTIONS	Lead	Partner	Priority
Increase professionalism in club management			
Actions: Enhance and manage volunteerism			
59. Assist clubs to separate facility management and club management roles and devise 'tasks' and activities for short term volunteers	TV	C	M
60. Promote the range of available resources for clubs and help them recruit, train, reward and retain volunteers	TV	SRV	H
61. Work closely with small clubs to explore alternative management issues	TV	CI	M
62. Assist clubs to develop strategic and business plans	TV	C, CI	H
Actions: Increase opportunities for funding			
63. Work with Council, Associations and clubs to increase the success of grant applications	TV	As, CI	H
64. Develop a package of projects, and seek funds from foundations, corporate and governments for asset development, and energy and water conservation	TV	C	M
65. Assist clubs with advice and information about infrastructure lifecycle costs that may assist with budgeting, cost efficiencies and fundraising	TV	C, CI	L
Actions: Clarify roles of coach and clubs			
66. Promote the information available through TA concerning the relationship between coaches and tennis club / facilities, and coach's contracts	TV	Co, CI	M
Actions: Increase the number of clubs affiliated with Tennis Victoria			
67. Promote the benefits to clubs, and encourage clubs to affiliate with Tennis Victoria	TV	C	H

Legend A = Tennis Academy, As = Association, C = Council, CI = Club, Co = Coaches, D = Developers, FG = Federal Government, Sc = School, SG = State Government, SRV = Sport and Recreation Victoria, TA = Tennis Australia, TV = Tennis Victoria.

6.3 Implementation plan: actions by municipality

6.3.1 Banyule City Council

	Banyule City Council Actions	Partner	Priority
BL01	Increase carrying capacity of facilities through surface upgrades and increase the number of courts that are lit	Clubs; SRV	H
BL02	Work with associations to rescheduling competitions to play over additional nights, and hence reduce the need to hire additional courts	Assoc; Club	H
BL03	Seek to retain a high proportion of porous surfaces especially in the larger club and court facilities	SRV; TV; TA	H
BL04	Consider providing more ITF approved surfaces (hard court, lawn and en tout cas) when undertaking conversions and resurfacing courts	TV; SRV	M
BL05	Work with TV to increase effectiveness of maintenance of en tout cas surfaces	TV	H
BL06	Assist clubs with en tout cas surfaces to manage these surfaces at a high quality, especially in summer; without having to move to synthetic surfaces	TV; SRV; TA	M

	Banyule City Council Actions	Partner	Priority
BL07	Progressively upgrade club rooms and court areas to make these wheelchair accessible	SRV	L
BL08	Increase links between Councils AAA and CALD programs and tennis clubs and their programs	VicHealth	M
BL09	Encourage more clubs to take advantage of TA tennis programs	TA; TV	H
BL10	Work with TV to increase the use of club courts for social tennis, and the number of females playing tennis	TV	M
BL11	Prepare a guide to Council's tennis facilities and programs offered in the City	Clubs	M
BL12	Seek to increase the number of courts in several of the larger facilities across the City	SRV; TV	L
BL13	Investigate the feasibility of providing additional courts at Viewbank, Eaglemont and Bundoora and elevating these to medium level facilities	Clubs	M
BL14	Consider subsidising club use of overflow courts	C	M

6.3.2 Brimbank City Council

	Brimbank City Council Actions	Partner	Priority
BB01	Consider retaining a proportion of ITF approved surfaces (hard court, lawn and en tout cas) when undertaking conversions and resurfacing courts	SRV; TV	M
BB02	Increase the sense of security at courts through design works and lighting around facilities	Clubs	H
BB03	Increase links between Councils AAA, CALD and community health programs, as well as tennis clubs and their programs	Clubs; VicHealth	M
BB04	Increase availability of equipment through provision of an equipment library / racquets at community centres etc	Clubs	H
BB05	Market the tennis clubs and courts currently available to residents	Clubs	H
BB06	Encourage clubs to create relationships with neighbouring schools and develop partnerships	Clubs; Schools; TV	M
BB07	Work with clubs, schools and TV to run more tennis programs, come and try's and offer affordable PAYP tennis opportunities in Brimbank	TV; Clubs; Schools	H
BB08	Consider encouraging developers to provide free access courts in association with community hubs, and planning additional tennis facilities in any future greenfield residential development areas	SRV; TV; Developer	L

6.3.3 Darebin City Council

	Darebin City Council Actions	Partner	Priority		Darebin City Council Actions	Partner	Priority
DB01	Work with the Association to increase carrying capacity of facilities through rescheduling, especially junior competitions over more nights and days	Assoc; Clubs	H	DB08	Market and program available tennis courts more especially at the YMCA courts, and during the day	Clubs; Facilities	H
DB02	Seek to increase the number of courts at existing locations to enhance viability, assist player development, increase capacity for competition, and increase ability for schools to play tennis	SRV; TV	M	DB09	Consider hosting a women's social program and the TV CALD program	VicHealth TV	M
DB03	Conduct a feasibility assessment to increase the courts at Lakeview, Northcote ARC and one other site to meet the requirements of a medium level facility in the TA hierarchy, and cater for future demand	TV; TA; SRV	M	DB10	Consider upgrading the courts at Northcote ARC-retaining them in sand filled artificial grass	SRV	M
DB04	Consider increasing the number of courts at select other clubs to bring them up to a minimum of four courts	TV; SRV	L	DB11	Investigate the possibility of developing an additional tennis centre, possibly on a brownfield site somewhere between Separation and Bell street to meet the demand for courts by 2021	SRV; TV; TA	L
DB05	Assist clubs to develop management systems to efficiently maintain en tout cas surfaces	TV	H	DB12	Consider subsidising club use of overflow courts		H
DB06	Select and support key facilities to maintain en tout cas surfaces	TV; SRV	H				
DB07	Investigate options and develop programs to encourage junior participants, women and people with a disability	TV; Clubs	M				

6.3.4 Hobsons Bay City Council

	Hobsons Bay City Council Actions	Partner	Priority
HB01	Seek to increase the proportion of courts with lights	SRV	H
HB02	Increase the number of courts at selected existing facilities	SRV; TV	M
HB03	Increase opportunities for social participation through clubs	Clubs	M
HB04	Investigate consolidation of clubs to reduce requirements on volunteers	Clubs; TV	L
HB05	Investigate opportunities to provide an additional one or two courts and retain the existing courts at the Altona Tennis Club	SRV; TV; TA	L
HB06	Consider encouraging clubs to provide more social and PAYP tennis opportunities in the City	TV	H

6.3.5 Hume City Council

	Hume City Council Actions	Partner	Priority
HM01	Increase security, particularly lighting, for facilities	Clubs	H
HM02	Investigate suitable sites for additional medium club developments in the next 10 years	TV; TA	L
HM03	Increase access to car parking and continue progressive upgrades of facilities at existing courts		M
HM04	Consider retaining selective clubs with ITF approved surfaces (hard court, lawn and existing courts) when upgrading and resurfacing courts	SRV; TV	M
HM05	Investigate the potential to develop Sunbury Lawn Tennis Club into a subregional centre and retain lawn as a surface where possible	SRV; TV; Club	M
HM06	Consider developing a regional tennis centre in Craigieburn in conjunction with developers and TV	SRV; TV; TA; Developers	L
HM07	Increase the proportion of courts that are lit	Clubs; SRV	H
HM08	Establish annual tennis forum for clubs to attend and discuss issues and plan for tennis in Hume	Clubs	H
HM09	Establish links between free access facilities and clubs	Clubs	M

6.3.6 Maribyrnong City Council

	Maribyrnong City Council Actions	Partner	Priority
MB01	Provide assistance to clubs to ensure sustainability	Clubs; TV	H
MB02	Consider providing additional marketing of existing facilities		H
MB03	Work with TV and health providers to target people born in non-English speaking countries, women, and low income families to encourage tennis participation, provide more tennis programs through existing clubs, and centre managers	TV; VicHealth	M
MB04	Consider providing additional courts at the existing centres or adding one additional complex in the medium term, to serve the future population and the new residential development in the ADI site.	TV; SRV	M
MB05	Increase links between Councils AAA and CALD programs and tennis clubs and their programs	TV; VicHealth	M
MB06	Encourage clubs to create relationships with neighbouring schools and develop partnerships	TV; Clubs	H
MB07	Investigate opportunities to use future courts at Maribyrnong Secondary College after hours for community clubs and tennis programs	School; Clubs	H
MB08	Work with VU to upgrade the courts at Henry Turner Reserve and market to students	VU SRV	L

6.3.7 Melton Shire Council

	Melton Shire Council Actions	Partner	Priority
MT01	Increase the number of courts at select clubs to increase their presence, ability to program and club viability	TV; SRV	M
MT02	In conjunction with clubs, prepare a tennis development strategy to guide the upgrading and development of courts, as well as assistance for clubs to grow and remain viable	TV; Clubs	H
MT03	Seek to upgrade and expand the West Melton Tennis Club (or similar) to a subregional standard, and offer a range of TV programs to increase participation	TV; SRV	L
MT04	Increase shade, landscaping and seating in conjunction with courts	Clubs; SRV; VicHealth	H
MT05	Increase the proportion of courts that are lit in the municipality	Clubs; SRV	H
MT06	Encourage clubs to create relationships with neighbouring schools and develop partnerships	Clubs; Schools	M
MT07	Increase the sense of security and reduce vandalism through providing larger busier facilities, enhanced landscape design and lighting at select facilities	Clubs	H
MT08	Seek to provide a subregional tennis centre in the vicinity of Caroline Springs	TV; C; TA	M

6.3.8 Moonee Valley City Council

	Moonee Valley Council Actions	Partner	Priority
MV01	Continue to implement the Tennis Strategy		H
MV02	Develop alternative social opportunities and competition structures in non peak times to increase participation in tennis	Clubs	H
MV03	Consider revising the policy on club provision of lights	Club	H
MV04	Assist clubs to develop relationships with schools	Clubs; Schools	H
MV05	Increase court lighting and encourage spread of competitions onto other nights	Clubs; SRV	H
MV06	Seek to maintain the good mix between porous, hard court and SFAG court surfaces	SRV	L
MV07	Develop stronger links between clubs and Riverside Golf and Tennis Centre	SRV; Centre	M
MV08	Assist clubs to implement management systems to more efficiently maintain outdoor court surfaces	TV	H

	Moonee Valley Council Actions	Partner	Priority
MV09	Seek to increase the number of medium court venues (eg Maribyrnong Park) to meet increasing demand and enhance club viability	TV; SRV	L
MV11	Where possible assist Riverside Golf and Tennis Centre to increase in the number of courts and run tournaments and programs, enable multiple ITF approved surfaces and meet TAs hierarchy. Consider subsidising overflow courts for hire by clubs at this venue	TV; SRV; TA	M
	Increase links between Council, AAA, CALD and community health programs, as well as tennis clubs and their programs	TV; C	H

6.3.9 Moreland City Council

	Moreland City Council Actions	Partner	Priority
ML01	Increase links between Councils AAA and CALD programs with tennis clubs and their programs	TV; VicHealth	M
ML02	Promote TA's club coach agreements to clubs	TA	H
ML03	Increase the number of courts at two (largest) facilities (ie Coburg and Glenroy) to meet TAs requirements for a medium facility	SRV; TV	H
ML04	Develop alternative competition structure and PAYP opportunities to increase participation in tennis	Clubs; Assoc; TV	M
ML05	Work with TA and clubs to enhance management to efficiently maintain the number of en tout cas surfaces	TV; Clubs	H
ML06	Seek to make existing facilities accessible to people using wheelchairs and accommodate the needs of Muslim women	TV; VicHealth	M

6.3.10 Nillumbik Shire Council

	Nillumbik Shire Council Actions	Partner	Priority
NB01	Investigate capacity to expand the number of courts at current clubs	TV; SRV	H
NB02	Develop a capital works program to maintain courts in good order	Clubs	H
NB03	Consider ITF approved surfaces (hard court, lawn and en tout cas) when resurfacing courts	Clubs; SRV	M
NB04	Seek to reschedule competitions over more nights to enable additional persons to be accommodated	Clubs; Assoc	H

6.3.11 Whittlesea City Council

	Whittlesea City Council Actions	Partner	Priority
WT01	Consider the development of several additional large tennis complexes (potentially developed in stages) in the City to meet likely demand	SRV; TV	M
WT02	Ensure all new facilities have lights on all courts	SRV	H
WT03	Increase the number of courts at several existing clubs eg Norris Bank, and Lalor (possibly at a new site)	SRV; TV	M
WT04	Undertake feasibility studies to identify suitable locations for new facilities in precincts without facilities and to provide two new sites plus construct further courts in South Morang to become a medium or subregional centre	TV; TA; SRV	L
WT05	Market the existing opportunities to play tennis across the City including free access courts and the large private facility in Epping	Clubs; Centres	H

	Whittlesea City Council Actions	Partner	Priority
WT06	Investigate the feasibility of Whittlesea constructing a sub regional facility for the municipality (potentially at Huskisson Reserve, Lalor Secondary College TH Hurrey Reserve, or Mernda Recreation Reserve)	SRV; TV	M
WT07	Provide tennis club forum with professional / club development sessions, including marketing on Game, Set, Match.	TV	H
WT08	Conduct a review of Councils current tennis policy and synthetic surface policy		H
WT09	Review Norris Bank tennis club as an opportunity for potential capital works expansion	TV	M

6.3.12 Wyndham City Council

	Wyndham City Council Actions	Partner	Priority
WN01	Determine the feasibility of developing a regional centre at Laurie Emmins Reserve in Laverton North	TV; SRV	H
WN02	Plan to provide additional courts over the next ten years to meet population projections	SRV	L
WN03	Seek to increase the number of courts at existing centres to respond to community need	SRV	M
WN04	Provide assistance to existing clubs to better manage and maintain facilities and make them accessible for community hire	TV; Clubs	H
WN05	Seek to introduce more courts with a porous surface in Wyndham	TV; Council; SRV	M

6.3.13 Yarra City Council

	Yarra City Council Actions	Partner	Priority
YR01	Seek to ensure that courts provided for the public on non-Council (Crown) land are retained for tennis	SRV	H
YR02	Continue to seek community access to tennis courts on private or education land	SRV; Schools	H
YR03	Where opportunities arise in brownfield residential development, seek to provide additional tennis courts (outside of parks)	SRV TV	M
YR04	Assist clubs to provide programs for children and marginalised groups	TV	H
YR05	Council to further investigate tennis facility usage in order to assess future court developments	TV; SRV	M
YR06	Work with the City of Melbourne to provide one tennis court booking system for both municipalities	Melbourne TV	H

7 APPENDICES

Appendix 1: Tennis Victoria Member Benefits and Services

Objectives	Services provided
Club growth and sustainability	
Provide services for existing members	<ul style="list-style-type: none"> Run junior open days to increase participation, with a focus on talent identification Tennis Victorias Junior Pennant competitions Tennis Victoria's Pennant competition Country only competitions Coaches development accredited courses Officials and tournament directors training Future Leaders program offers junior members voluntary activities and build leadership skills in a clubs
Provide assistance to clubs in attracting new members	<ul style="list-style-type: none"> The MLC Tennis Hot Shots (Junior participation program).TV provides coach training, marketing and promotion resources for clubs The MLC Tennis Hot Shots Challenges (Junior competition) TV provides a promotional pack, entry form e-template, delivery information, giveaways and certificates participants. Lists event in Tournament Calendar. TV offers club coaches a package to run a schools program. Includes: a letter of support, promotional giveaways, reduced cost equipment, branded apparel and increased business opportunities. Club open day promotional material, templates for marketing purposes and planning

Objectives	Services provided
	<ul style="list-style-type: none"> Mums' program (a subsidised 5 week program hosted at clubs) 35+ Seniors social program, where TV provides program information and marketing material Disability, multicultural and indigenous programs. TV provides information, resources, links to disability, multicultural, indigenous networks, and assistance with promotion for any club that is interested in developing a tennis program
Provide assistance in increasing revenue	<ul style="list-style-type: none"> Sanctioned tournaments
Insurance and risk	
Provide insurance for clubs	<ul style="list-style-type: none"> Public and Products Liability insurance Directors and Officers insurance Professional Indemnity insurance Personal Accident insurance Volunteers Personal Accident insurance
Provide a risk management manual for clubs	<ul style="list-style-type: none"> Information on risk management Risk management audit templates
Facility improvement	
Increase capabilities of clubs to develop facilities and participation	<ul style="list-style-type: none"> Online tools to enhance club management Online resources to increase best practice initiatives within clubs 'Game, Set, Match' accreditation scheme that provides clubs step by step guidance
Provide technical services to clubs	<ul style="list-style-type: none"> Advise on upgrading facilities Access to qualified industry professionals

Objectives	Services provided
Provide water conservation management plans	<ul style="list-style-type: none"> Access to a water conservation plan
Funding opportunities	
Provide funding for tennis facilities	<ul style="list-style-type: none"> Secure funding for developing new or existing court surfaces and associated tennis infrastructure through the National Court Rebate Scheme Access to funds for shortfalls for projects, upgrades or extensions to club facilities through the National Facility Loan Scheme Provision of tax deductible donations from clubs donors for facility development through the Neale Fraser Foundation
Service	
Provide on-site assistance to clubs	<ul style="list-style-type: none"> Assistance from Community Tennis Officers
Assist in relationship building	<ul style="list-style-type: none"> Assistance to develop relationships with Councils, schools, community groups, and sports clubs
Technology and communications	
Assist in making administration easier	<ul style="list-style-type: none"> My Tennis (web page) Tournament Planner
Promote tennis through communication	<ul style="list-style-type: none"> Club website Annual tournament and events calendar Tennis Victoria website Club Ambassador e-newsletter Victorian Tennis News (VTN)

Objectives	Services provided
Special offers	
Provide access opportunities to tennis events	<ul style="list-style-type: none"> Preferred ticketing to Australian Open, Davis Cup, Fed Cup events in Australia Access to Wimbledon and French Open Ballots
Provide benefits from corporate partners	<ul style="list-style-type: none"> Purchase discounted tennis balls through the Wilson Ball Offer Provide discount energy rates through the Momentum Energy Offer and rebates that can be put towards club development

Appendix 2: Tennis Australia Facility Development and Management (hierarchy) Framework

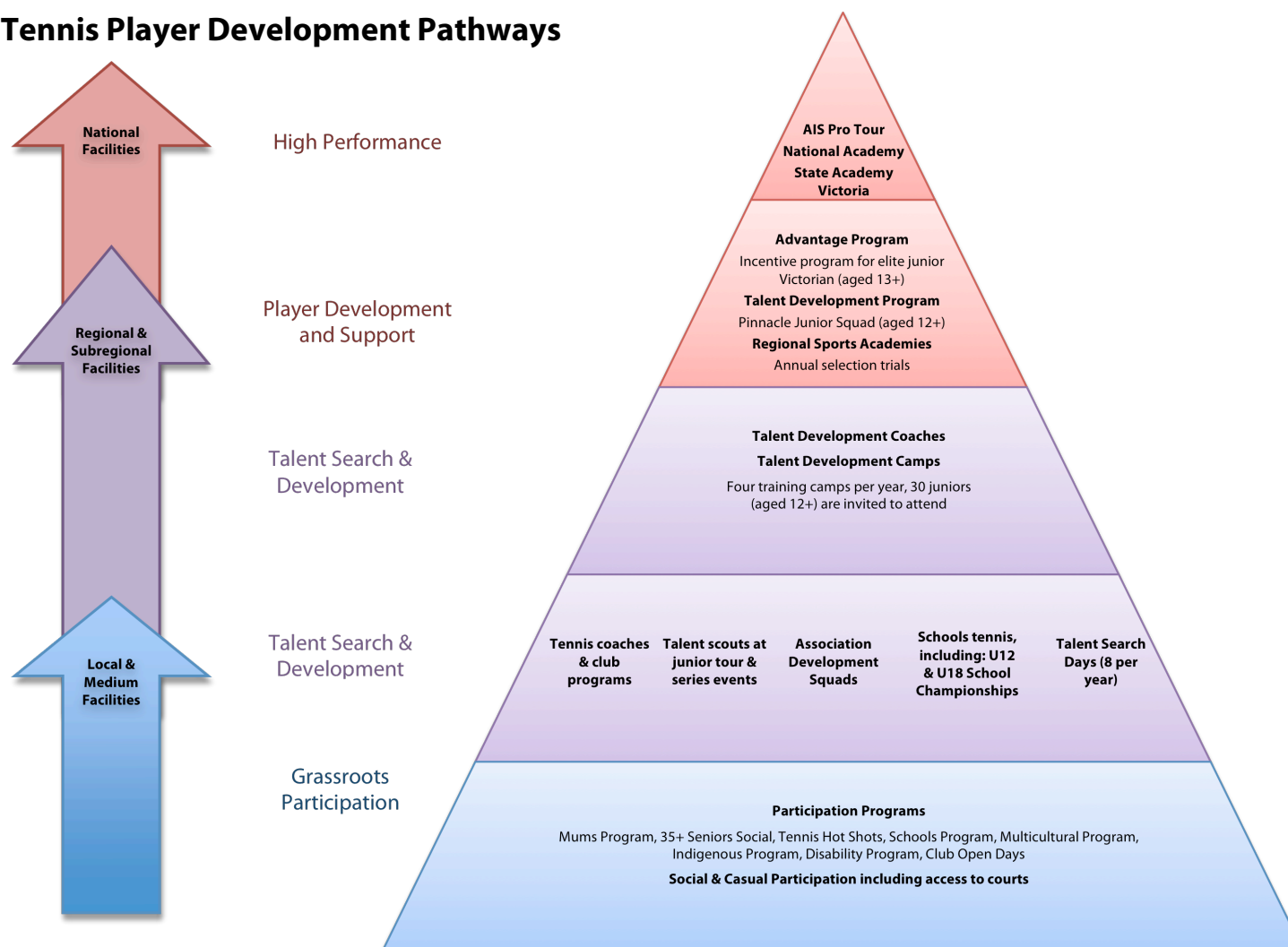
	Regional Facility	Sub-regional Facility	Medium Facility	Local Facility
Court requirements	<ul style="list-style-type: none"> A minimum of 16 courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass). Ideally the total courts should be a mix of all surfaces. Each court must be floodlit to ITF competitions standards A show court that can provide capacity for regional tournaments and events 	<ul style="list-style-type: none"> A minimum of 12 courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass) Each court must be floodlit to ITF competitions standards A main court that can provide adequate seating for local tournaments and events Agreement for up to 27 court hours for Tennis Australia national endorsed programs, which, in most cases, will feed into normal sub-regional tennis centre programs and services. 	<ul style="list-style-type: none"> A minimum of eight courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass) Fifty per cent of courts must be floodlit to minimum ITF competition standards. 	<ul style="list-style-type: none"> A minimum of two–four courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass) Fifty per cent of courts must be floodlit to minimum ITF competition standards.
Clubhouse and facility requirements	<ul style="list-style-type: none"> Male and female change rooms including showers Cafe/kiosk and preferably licensed social facilities Administration office/s with relevant office equipment and online communication Outdoor shaded social areas suitable for events and social nights Onsite floodlit, sealed parking in close proximity to entrance Meeting facilities 	<ul style="list-style-type: none"> Male and female change room facilities including showers Cafe/kiosk and preferably licensed social facilities Administration office/s with relevant office equipment and online communication Outdoor shaded social areas suitable for events and social nights Onsite floodlit, sealed parking in close proximity to facility entrance 	<ul style="list-style-type: none"> Male and female change room facilities including showers Café/kiosk and preferably licensed social facilities Administration office/s Onsite parking in close proximity to facility entrance Outdoor shaded social areas suitable for events and social nights. 	<ul style="list-style-type: none"> Male and female change room facilities including showers Café/kiosk and preferably licensed social facilities Administration office/s Onsite parking in close proximity to facility entrance Outdoor shaded social areas suitable for events and social nights.

	Regional Facility	Sub-regional Facility	Medium Facility	Local Facility
Other amenities	<ul style="list-style-type: none"> Easy access to parklands or sports fields and to strength and conditioning facilities (gyms and pools) 	<ul style="list-style-type: none"> Easy access to parklands or sports fields and to strength and conditioning facilities (gyms and pools) 		
Management and administration requirements	<ul style="list-style-type: none"> Acceptable administration standards Endorsed strategic development and/or business plan for a minimum of five year period Compliance with Tennis Australia's endorsed national operational management indicators program Telephone reception service Face-to-face counter service An active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return A willingness to nurture and assist other tennis facilities within an agreed regional area. In essence a regional centre will become an information and guiding source for local facilities 	<ul style="list-style-type: none"> Semi-professional administration Endorsed strategic development and/or business plan for a minimum of three year period Compliance with Tennis Australia's endorsed national operational management indicators program Telephone reception service Face-to-face counter service An active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return A willingness to nurture and assist other tennis facilities within an agreed sub-regional area 	<ul style="list-style-type: none"> Volunteer or semi-professional management structure Endorsed strategic development and/or business plan for a minimum three-year period Compliance with Tennis Australia's endorsed national operational management indicators program An active website detailing services, personalised points of contact, player profiles, profiles of all user groups, Enquiry opportunity and relevant booking forms to download and return. 	<ul style="list-style-type: none"> Endorsed strategic development and/or business plan for a minimum three-year period Compliance with Tennis Australia's endorsed national operational management indicators program An active website detailing services, personalised points of contact, player profiles, profiles of all user groups, Enquiry opportunity and relevant booking forms to download and return.

	Regional Facility	Sub-regional Facility	Medium Facility	Local Facility
Catchment populations requirements	<ul style="list-style-type: none"> Regional country – the facility currently or is projected within the next three years to have a catchment population within a 30km radius of greater than 100,000 	<ul style="list-style-type: none"> Regional country – the facility currently or is projected within the next three years to have a catchment population within a 30km radius of greater than 50,000 	<ul style="list-style-type: none"> Metropolitan – the facility currently or is projected within the next three years to have a catchment population within a 15 km radius of greater than 50,000. Regional country - the facility currently or is projected within the next three years to have a catchment population within a 30 km radius of greater than 5,000. 	<ul style="list-style-type: none"> Metropolitan - the facility currently or is projected within the next three years to have a catchment population within a 15 km radius of greater than 50,000. Regional country - the facility currently or is projected within the next three years to have a catchment population within a 30 km radius of greater than 5,000.

Source: Tennis Australia – Tennis 2020 Facility Development and Management Framework for Australian Tennis

Appendix 3: Tennis Player Development Pathways



Appendix 4: Regional Centre Management Models

Name	No. of courts	Surface	Facilities	Management
Bairnsdale Regional Centre	18	Synthetic clay	Clubhouse capable for dining 80 people; pro shop	Adopt an integrated committee structure divided into the committee of management and playing committees
Ballarat Regional Centre	18 (6 are lit)	12 hard courts and 6 synthetic clay courts	Parking; café; members area; function venue; pro shop; change rooms	Owned by the City of Ballarat Leased to an incorporated association (Ballarat Regional Tennis) Managed by a committee of management Committee employs a facility manager
Bendigo Regional Centre	30 (11 are lit)	Hard courts	Change rooms; 2 offices; pro shop; storage area for coach; lounge; kiosk / kitchen	Owned by the City of Greater Bendigo Leased to an incorporated association (Bendigo Regional Tennis Association) Managed by a committee of management Committee employs an executive director
Boroondara	23 (all lit)	SFAG, synthetic clay, and hard courts	Parking; café; child care; pro shop; change rooms; heated gazebos; BBQ facilities; soft tissue therapist	Owned by City of Boroondara Council has a management agreement with a company Managed and operated (staffed) by Maher's Tennis Management Services.
Casey Regional Tennis Centre	12 (all lit)	SFAG	Kiosk; pro shop; parking; change rooms	

Name	No. of courts	Surface	Facilities	Management
Gosford Tennis Centre Academy	23 courts (14 lit)	Hard Courts	Pro shop; restringing service; canteen / kitchen (alcohol licence); on site car parking; change rooms; outdoor shaded area; tournament office	Land is owned by the Federal and State Governments The Council administers the lease The facility is leased to an incorporated association (The Gosford District Tennis Association) The Gosford District Tennis Association tenders the facility management to a private contractor
Launceston Regional Tennis Centre	11 outdoor courts (all lit) 5 indoor courts	Hard courts	One indoor and one outdoor facility	Outdoor facility is owned by the City of Launceston Indoor facility is owned by private business (Launceston Indoor Sports Academy (LISA)) Council leases facility to LISA on a 20 year binding lease A committee of management that consists of Tennis Tasmania and Council representatives governs the facility. They only deal with asset management
Newcastle Regional Tennis Centre	24 (all lit)	23 hard courts and 1 SFAG	Car park; licensed bar; pro shop	The State Government own the land, but the land was satisfied for tennis by an act of parliament A tennis trust oversee the facility A tennis association lease the facility off the Trust
Pakenham Regional Tennis Centre	18 (all lit)	Hard courts	Kitchen / kiosk; function room; meeting room; outdoor seating; pro shop	Council owns the facility Council manages, however once they understand the demands on the centre will tender it out a contractor Currently staffed by Council
Traralgon Regional Tennis Centre	24 (20 lit)	Hard courts	Parking; kiosk; function centre; bar; change rooms	Council owns facility Council leases the facility to an Incorporated Association Run by a Committee of Management Has a part-time manager & ground and maintenance person who looks after the facility

Name	No. of courts	Surface	Facilities	Management
Wodonga Regional Tennis Centre	52 (12 are lit)	21 hard courts, 25 lawn courts, and 4 SFAG courts	Pro shop; café; function centre	<p>Council owns land</p> <p>Facility is leased to an Incorporated Association (Wodonga Tennis Club)</p> <p>Facility is managed by a Committee of Management</p> <p>Facility is staffed primarily by volunteers, however employs a part time administrator and a curator to maintain the grounds</p>