



# Logan City Council

**Planning for Tennis Together**  
February 2016



## Introduction

Tennis Queensland and Tennis Australia are seeking the opportunity to proactively work with the Logan City Council (LCC) to address the key issues for the long term success of tennis as a sport and provide opportunities for the Logan City community to engage and participate in active and healthy lifestyles.

Good quality, well managed facilities with progressive participation pathways are essential to the development of tennis in Australia and Tennis understands and appreciates that local governments are a key contributors to this. We understand that developing a tennis strategy can be time consuming and expensive and that not every local government is resourced to do this.

## The strategic planning approach - Why are we doing this?

The benefits for local government to have a Local Government Authority (LGA) strategy with Tennis are notable. With a planned approach to Tennis within the community the opportunity for a consolidated participation approach is able to be driven by having quality programs and services being delivered by the right people in great shop fronts for our sport.

Shared priorities, benefits and outcomes between the local community and Tennis provides a sustainable platform for the long term success of the sport. Identifying priority areas allows a recognised and staged approach to projects ranging from lease and occupancy agreement reviews, management change, program deliverables as well as current and future facility maintenance, renewal and new development.

Local governments who, through the development of the Tennis Strategy, demonstrate alignment with Tennis Australia's national strategic direction for tennis facilities and participation, will also have the added benefit of evidence of alignment for priority financial and strategic support from both Tennis and government funding programs. This means that local governments who have worked with Tennis to develop a strategy for their local government area will be priority recipients of the National Court Rebate program and will receive priority guidance and advice regarding suitable venue management options and venue technical advice.

Developing and implementing the template provides a consistent approach to planning for tennis. Tennis acknowledge that while developing a template facilitates a consistent approach to planning, every local government is unique in terms of the resources they have available and the community they serve. To address this, Tennis will also provide advice and assistance tailored to local needs within each LGA.


Tennis will provide the template free of charge to local governments who are committed to developing and implementing a local tennis strategy. As a condition of the partnership with tennis to develop such a strategy, tennis will ask local governments to:

- Agree to work in collaboration with Tennis in the development of the report and final recommendations, ensuring a partnership and a collaborative approach to planning.
- Agree to advise all council owned/tenured tennis venues to undertake the Tennis Australia Operational Health Check (formerly Club Health Check). This is essential to obtain key operational and venue utilisation data to determine the current management and participation success of tennis

Tennis asks that this template please be kept within the working group that we will have setup and that this not be distributed to other sports.

## Working closely – Peak body and Local Government

Tennis Queensland drives the support and development of tennis participation, facilities, club and venue management, coaching and tennis events in Queensland. Naturally the focus is strongly guided by the organisation's Strategic Plan (Appendix 1). The plan identifies a number of strategies to facilitate 'more people in Queensland playing tennis for longer'. Delivering on the plan vitally relies on strong partnerships with a range of key organisations and undeniably, strong, functional relationships with local governments.



## Local Government Engagement

With 85% of tennis venues located on local government owned or managed land nationally, Tennis recognises the importance of close collaboration with local governments. In recent years, Tennis has invested significantly in developing a skilled Local Government Engagement team to work directly with local governments across the country particularly in the venue infrastructure and management space. Acknowledging that quality places to play tennis are essential in ensuring the development of the sport across the country from the grass roots to elite levels, local government engagement is a key strategic direction of the Places to Play team. As a priority, over 2016/2017 Tennis will be partnering with the LCC to provide strategic guidance and technical advice in the infrastructure and participation planning space.

## Tennis' Vision for Connecting More People to Tennis.


Tennis has clear direction for the 2016/2017 year, prioritising simply to 'connect more people to tennis'. At the local level and key to expanding reach and increasing participation in tennis within communities, Tennis' priorities are ANZ Tennis Hot Shots to encourage junior participation and entry in to the sport and Book a Court programs to actively promote greater accessibility in to venues.

Aligning this proactive approach with LCC creates the opportunity to develop industry leading and innovative facilities to cater for the ongoing participation in tennis.

### OUR APPROACH:

- Provide ongoing support to the LCC through planning, design, project management and end delivery
- Work with LCC as needed to invest in new and upgraded current tennis infrastructure
- Establishing opportunities, venues and programs that appeal to a broad cross section of the community including families, youth and older adults
- Provide innovative, contemporary and multi-faceted facilities that engage with modern families and consumers
- Develop and establish sustainable occupancy agreements and management models to deliver high quality services to LCC, centre users and the broader communities
- Develop a small courts/facility strategy (2 – 4 courts tennis facilities).

### BENEFITS:

- More active lifestyles and participation across the Logan City community
  - An integrated participation pathway across facilities within the local area catering for a range of ages and abilities
  - Improved venue management models and Increased participation at all Logan City Tennis Facilities
  - More viable and sustainable tennis facilities in LCC
  - Best practice venue management to meet the demands of consumers including families, youth and older adults
  - Economic benefit to the region and sustainable operating models
  - Link with local schools and the Sporting School Program
  - Future proofing LCC Tennis Facilities via understanding and executing the quick wins for tennis in Logan City.
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## Tennis 2020 – Facility Development and Management Framework for Australian Tennis

Driving the development and implementation of Tennis 2020<sup>1</sup> is the appreciation that quality, accessible tennis venues are the key to the community's participation in tennis. Simply put, without tennis venues people cannot play tennis. The framework provides national leadership towards long-term facility planning to meet the changing demands of the local communities. It acknowledges the dynamic landscape of sport and the current, contemporary understanding of the value of sport not only for the purpose of traditional play but the contribution that sport makes to social, health, wellbeing, economic and personal development. The advice provided in the framework acknowledges challenges of volunteer operated tennis facilities, and provides advice on the benefits of professionally operated venues that maintain valuable community benefits. The Framework is designed to be used, in consultation with Tennis, by facility planners to guide venue development and venue management projects.

### Project objectives

The LCC Tennis Plan will identify the current opportunities, priorities and future tennis demands across the LCC and will review the existing network of tennis facilities, examine their condition, available resources, potential for outsourced community use, future requirements, as well as investigating potential constraints on tennis growth and development across the region.

Through comprehensive site analysis, background research and consultation, the plan will deliver an overview of current tennis facilities with recommendations for future development.

The key objectives of developing this plan are:

- Understand the local strategic context and the key drivers for growing tennis participation.
- Review the existing supply and capacity and usage of tennis facilities within LCC
- Investigate joint use opportunities with adjoining school facilities
- Identify the type of facilities offered within the area (court surface etc.) and undertake a condition assessment.
- Review existing venue management models and identify opportunities to support improved operational performance.
- Understand and improve the alignment of LCC policies with Tennis Australia's Four Pillars to successful tennis venue management.
- Provide recommendations and identify priorities for local government tennis infrastructure, community participation, club/venue management and promotion of tennis over the next 4 years.
- Create an action plan to support growth and development of tennis

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<sup>1</sup> Tennis 2020 Facility Development and Management Framework for Australian Tennis. Available at [tennis.com.au](http://tennis.com.au)

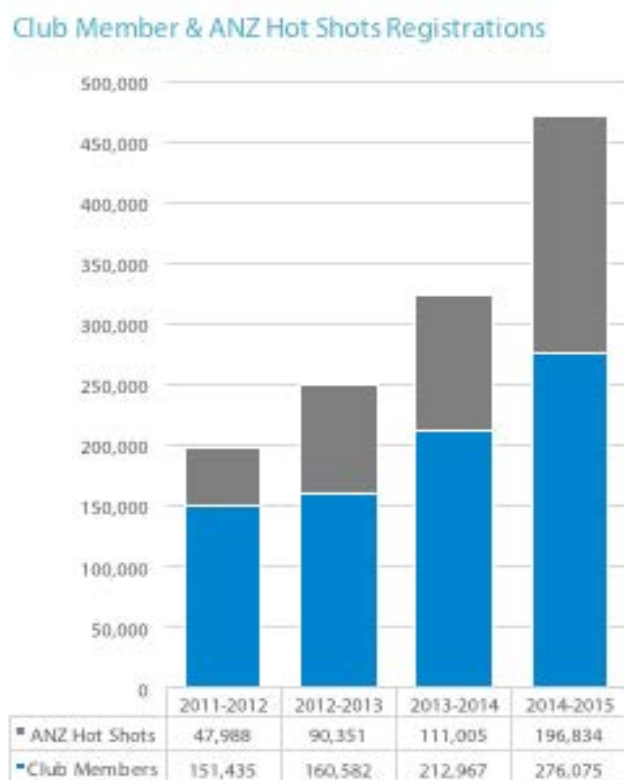
## Current Tennis Landscape

Tennis has proven to be a popular sport and activity for all members of the community to engage in. As a sport, tennis provides equal opportunities for boys and girls, people of all ages, backgrounds and abilities to engage in an active and healthy lifestyle in a supportive and social environment.

Over a long period of time the sport has been one of the nation's favorite past times for social play and supported by a long history of success at the elite level producing some of Australia's most recognisable sportspeople in Pat Rafter, Sam Stosur and Rod Laver.

Tennis Queensland has been able to continue the development of the sport across the state and remains a high participation sport with success at all levels ranging from the introductory ANZ Tennis Hot Shots program through to the highly successful Brisbane International playing a key role in the Australian Open Series across the summer of tennis. This success has kept interest in the sport high and shows an ongoing growth in participation numbers across key programs and activities as highlighted by national data below.

Despite the ongoing participation growth in tennis there are limitations on the amount of growth achievable across metropolitan Queensland due to venues reaching capacity at peak times. This heavily restricts the number of new people that can access the sport through coaching programs and Cardio Tennis and then transition into regular social competition play and be a retained player in the sport. This becomes an issue in having to turn people away from programs or venues due to a lack of availability at suitable times or people having a negative experience and choosing to take up another activity, or worse yet, no activity at all.



The modern Australian family has greater demands on their time and has more entertainment and sports on offer. We know the following key facts:

- 1.7 million of the 2.1 million people nationally playing tennis want to play socially with friends and family
- A further 1.3 million people who are interested in tennis say they want to pay and play in a flexible manner
- 80% of people who play tennis learn before the age of 16
- People on average want to travel up to 11 minutes to participate in sport
- Modern consumers have also become more adept to technology solutions, easy access to activities and more destinations that can meet multiple needs as opposed to traditional delivery of sport.

## The Current Logan City Court Landscape

Logan has quite a high percentage of privately owned tennis facilities compared to the rest of Australia. This is a situation uniquely Logan and goes back to the 70’s and early 80’s when many of these facilities were built. Backyard courts were part of our heritage and were synonymous with the Logan sporting culture. The combination of private centres that were often initially located in fringe suburbs, with private backyard courts provided sufficient capacity to meet the demand of the time. However urban spread, increases in property charges and running costs have meant that many have closed down or are **in risk of closing** down in favour of residential or other development.

To date we have seen the further loss of courts across Logan as the privately owned venues have been sold off for other developments and other venues closed down for various reason. This has further widened the gap between the population and the access to quality venues. Tennis can play a key role in delivering a healthy and active lifestyle while connecting the community through regular activity, social play opportunities as well as a sense of belonging to a community within the community.

Logan is lucky to have some very effective and successful tennis venue managers. These managers have continued to develop their businesses as well as engage people in the sport and other community activities within their venues.



## Logan City Council Affiliated Tennis Facilities

Over the last 10 years, tennis has changed significantly, with many clubs experiencing varying levels of usage and competition. However, tennis facility provision is highly dependent on a number of factors including sound planning frameworks, efficient management, sporting trends and population growth. Tennis participation is principally conducted across 7 affiliated venues within the LCC region. These facilities affiliated with Tennis Queensland include –

Club Name	Organisation type
Jimboomba Tennis Club	Club
Cambridge Tennis	Privately Owned/Commercial Centre
Paul Handley Tennis	Privately Owned/Commercial Centre
Marsden Tennis	Privately Owned/Commercial Centre
Park Ridge Tennis Centre	Club
Tennis Logan City	Club
Beenleigh Tennis Club	Club

## Logan City Council Specific

Tennis Queensland will identify any key trends in gender based participation or activities or make reference to the other sport and recreation activities that are available locally for males and females.

If for example, previous research undertaken in the LCC has identified an under provision of participation programs and activities for females in your local area, we will reference it here and also note the tennis opportunities are available in your LGA for females.

## Facilities

As part of Tennis Queensland's strategic direction, we are developing a State Master Plan for Facilities identifying areas of need and seek the support of LCC to address many key opportunities in the local area.

These areas have been located due to population growth and future population growth to adhere to the needs of tennis being 1 court per 2000 people in population.

## Stakeholder Consultation


All tennis facilities within the LCC region will be identified and contacted letting tennis facilities, operators, club and coaches know we are undertaking a research and consultation together with LCC.

In an introductory letter to all Tennis facilities, Tennis will acknowledge that we are working collaboratively with the LCC on this project and moving forward. This letter will be scheduled to be sent post the 2017 Brisbane International in February

Some examples of consultation include:

- Meetings between Tennis and the local government to identify the strategic context for tennis locally, establish what is currently working well, opportunities for improvement and to identify development opportunities.
- Meetings or formal discussions with tennis clubs, venue operators, coaches and local tennis associations to understand current tennis provision, participation trends, facility development needs, key issues, and future challenges and opportunities for tennis participation.
- Individual meetings with local schools to understand current tennis programming and facility provision, existing partnerships with clubs, venue operators, coaches, local associations and/or possible future opportunities to grow tennis participation in the local area.

When collaboratively developing priorities, Tennis will take the following into consideration:

- How can local government, community and tennis objectives be best met?
  - Can priorities be actioned within existing local government programs, processes and resources?
  - Is there enough information and evidence on which to base strategic decisions?
  - What is a realistic timeframe in which to address priorities and can they be aligned with stakeholder budget processes?
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## State of Play Analysis

The most accurate way to measure tennis participation at the local level is to assess current local participation data from a range of sources. This will include information available through systems available to capture registered participant numbers as well as site specific anecdotal information. The information collected will include but not be limited to:

- Club / venue registrations or memberships
- Participation figures
- Communication to stakeholders (clubs and coaches)
- Operational data gathering (including health checks for benchmarking)
- Facility Audits
- Tournament participation numbers and demographics
- Venue lease, license or occupancy agreement information
- Venue management model
- TA affiliation status
- Operational Health Check completion
- Competition figures
- Evidence of a formal agreement with coaches
- Coach Qualifications



Tennis will be able to assist the LCC in gathering of the data required to develop a full tennis participation story. No longer is tennis participation measured only by 'club memberships'. The participation market has changed with the way that modern families consume sport and leisure and should be represented in a variety of ways.

Tennis is currently undergoing this 'State of Play' analysis for all Tennis Affiliates. This includes all affiliates in the LCC. The State of Play analysis provides a framework to collect and collate tennis venue management and operational related information for review.

Appendix 2 will show you what information Tennis is collating in the 'State of Play' Analysis to then overlay it with our tennis benchmarking tool. This benchmarking tool is also known as an Operational Health Check's (Appendix 3). With the LCC support we will be conducting these in the LCC over the new few months.



## Best Practice Venue Management

Through significant consultation, Tennis Australia's venue management objectives are aligned with those of Local Government for successful tennis and community venues. In order to achieve these mutual objectives, Tennis Australia's four pillars for venue management underpin the key principles of sustainable operations and ongoing participation in a healthy and vibrant community well into the future.

These four pillars are:

Accessibility	Community Benefit	Sustainability	Accountability
Provide community access to courts Offer flexible programs, playing options and scheduling Provide fair and equitable pricing options	Deliver quality community programs Engage at all levels and with all sectors of the community Provide opportunity for social interaction	Implement business model and practices to achieve financial sustainability Keep well managed and maintained buildings, grounds and court infrastructure Put plans in place for the future	Deliver and support national programs Work with the tennis community to deliver agreed outcomes Report regularly and consistently

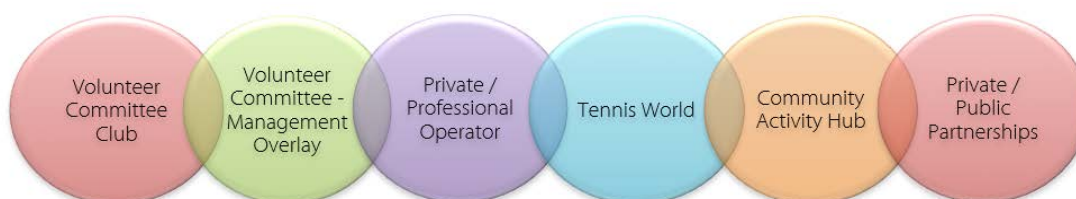
Each pillar represents a 'non-negotiable' principle that should be strived for at every tennis venue regardless of its size, geographical location or management model. How these objectives are achieved may vary from state to state and venue to venue, however the core objectives remain relevant.

Quality venues are vital to the continued growth of the sport. Importantly, these venues need to be sustainable, and the key to this is through strong participation and usage incorporated with effective management systems, procedures and policies.

This consistent approach to holistic venue management provides best practice examples to members, casual players and the broader community as well as ensuring the multiple activities are available and delivered to high standards. This will ensure high customer satisfaction and high levels of customer retention at the venue based on positive experiences being shared through social networks across the community.

Further to looking at facility development with an infrastructure focus, Tennis can assist and will review management models and available options into the future for all LCC Tennis Facilities. It is clear that sustainable operations are a clear priority for local governments with increasing pressure on financial allocation across Queensland, making it harder to have significant investment into maintenance and renewal.

Tennis venue management has traditionally been delivered through Volunteer Committees across the country. While it must be recognised that these groups have done a fantastic job of leading the grassroots delivery of the sport for many years, in some cases they need greater support from professional delivery. Below are some of the models that Tennis has recognised in driving management performance, management and change in to the future to meet demands in customer experience, community engagement and compliance.



While it's important to acknowledge that many existing tennis venues will continue to operate and be managed in a traditional club environment, it's also pertinent to consider opportunities that arise as a result of changing local demographic and lifestyles, participation rates, and community expectations.


This consistent approach to holistic venue management provides best practice examples to members, casual players and the broader community as well as ensuring the multiple activities are available and delivered to high standards. This will ensure high customer satisfaction and high levels of customer retention at the venue based on positive experiences being shared through social networks across the community.

The costs of routine and preventative maintenance and contribution towards venue sinking funds for future asset renewal.

## **Outcomes, Analysis and Recommendations**

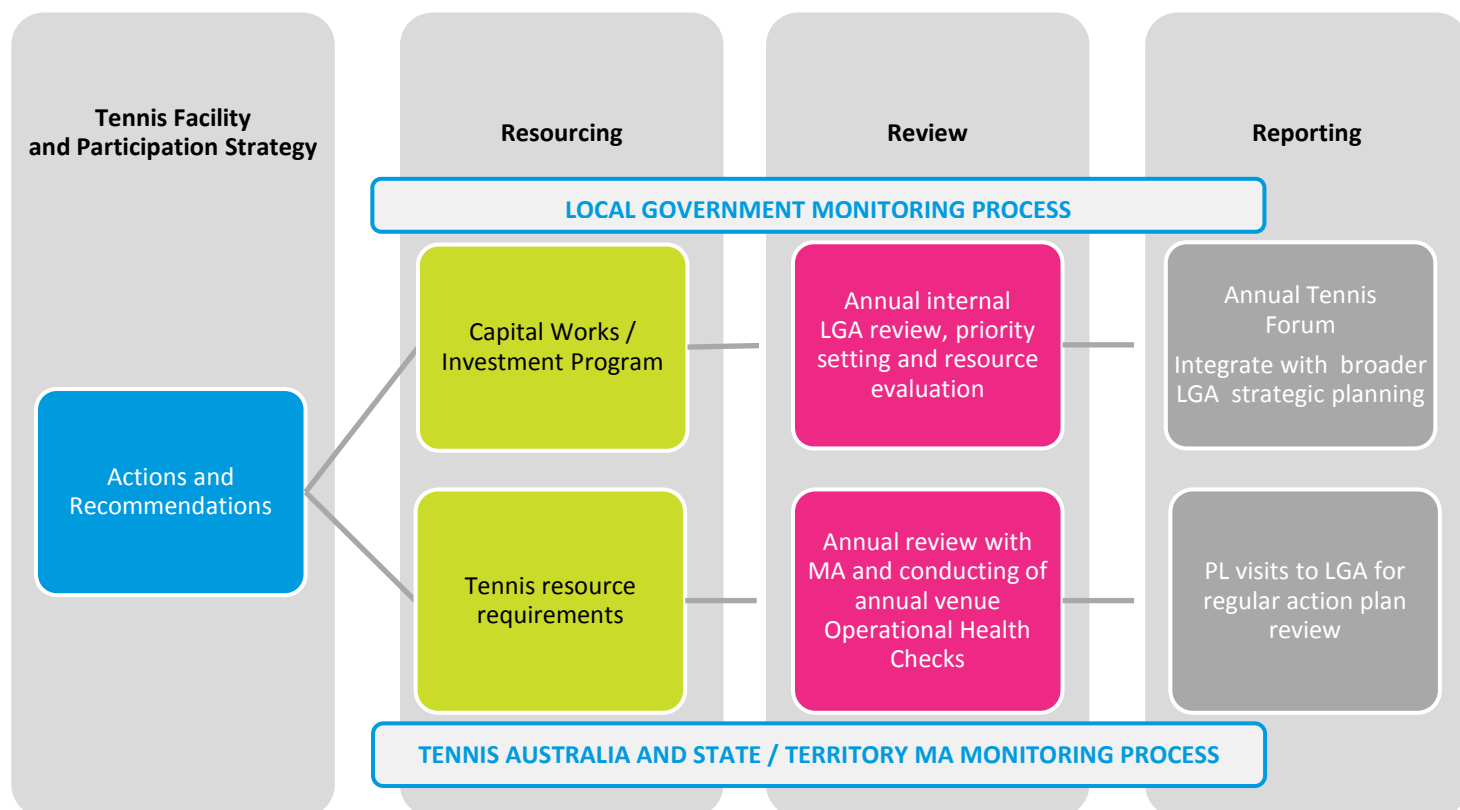
Ultimately this plan will provide the necessary information to guide Council towards building a long term strategy that will ensure effective resource allocation.

The below are all priorities for Tennis Queensland to understand and provide feedback to the LCC to understand the holistic view of the LGA.

- Data research findings and trends
  - Regional participation recommendations
  - Project identification
  - Expertise and implementation support
  - Regional priority projects and focus areas
  - Any recent observed trends into tennis participation in LCC
  - The number and range of tennis facilities located within the LCC
  - Any recent financial investment made into tennis facilities
  - Any previously documented strategic references related to the provision of tennis
  - Tennis venue and asset audit of each tennis site including court infrastructure, buildings, grounds and surrounds
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## Monitoring, Measuring and Evaluating

In line with best practice planning and evaluation, a regular evaluation process will assist in ensuring this Action Plan progresses and that it remains relevant. To this end the following implementation, monitoring and reporting system is provided to guide an effective, working and accountable relationship.



## Next steps

A summary the time line for these stages are as follows -

1. February 2017 - Consultation Letter to all LCC Tennis Facilities
2. February and March 31, 2017 - 'State of Play' analysis for all LCC TQ Affiliates
3. March 31, 2017 - Benchmarking (Operational Health Checks)
4. March 31, 2017 - Facility Audits
5. June 30, 2017 -Complete analysis and recommendations to LCC

This complete analysis will then give us all a complete and evidenced based understanding of tennis in the LCC and what projects and programs we will need to support and priorities to ensure the growth of participation and facilities in the LCC. We will look to have this complete project done by June 2017. We will then be able to complete the Strategic Plan and present this to the Tennis Queensland Board and your Council to show and endorse that Tennis and the LCC will work in partnership/with an aligned and agreed LCC and Tennis strategic plan to follow.

Tennis thanks you for your time and consideration of implementing this strategic plan and formally partnering with tennis.



## GET IN TOUCH

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# Appendix