



# Tennis Victoria's Places to Play Key Directions to 2020

Building effective  
partnerships for growth







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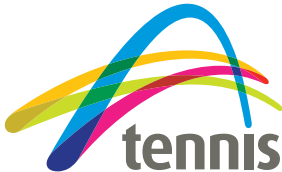
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“Tennis Victoria's Places to Play team will build and share knowledge, plan collaboratively with our partners, and attract investment to improve venue sustainability, use and capacity.”











# A message from the CEO

TENNIS VICTORIA IS PLEASED TO RELEASE OUR *PLACES TO PLAY KEY DIRECTIONS TO 2020*. THIS GUIDE FOR GOVERNMENT PARTNERS, TENNIS VENUES AND OTHER INDUSTRY STAKEHOLDERS OUTLINES OUR PRIORITIES AND APPROACH TO FACILITY DEVELOPMENT, DESIGN, MANAGEMENT, ACCESS AND UTILISATION.

Tennis facilities provide a natural fit to meet a wide range of individual and community health and wellbeing needs, as both stand-alone and multi-use venues. Tennis is one of the most popular sports in Victoria. Research by Gemba\* shows that 540,000 Victorians play tennis each year, with a further 360,000 interested in playing. An evolution in the way the modern tennis consumer wishes to participate has highlighted challenges in accessing existing venues. There is a shift occurring towards recreational physical activity and flexible participation opportunities. Tennis, its venues across Victoria, and our new and existing participation offerings, see the sport very well positioned to meet the demands of such change.

Tennis Victoria and its partners have made great progress in recent years in developing a network of welcoming tennis venues and providers that drive participation growth, innovation and community engagement. *Places to Play Key Directions to 2020* was developed and heavily influenced by interaction with our local government partners, evident by 100% of Victorian local governments contributing to an extensive survey of their tennis venues, occupancy arrangements and investment levels in late 2014.

Our stakeholders tell us there is a great network of established venues, but looking forward, we need better quality and accessible tennis facilities to meet the growth and changing needs of diverse and growing communities, and we agree. The challenge for us is to build on our strengths, be agile, and extend our existing offering through improved facility development and benchmarked management practices to suit an increasingly time poor and diverse community.

Tennis Victoria's Places to Play team (in partnership with Tennis Australia's Places team) are primarily responsible for facilities and facility management, driving local projects and initiatives, and providing guidance on best practice. I encourage all of you to work closely with them through the key directions and strategic actions outlined here.

Matthew Kennedy  
Chief Executive Officer

\*Gemba Active Sports Participation (gASP), December 2014



# Executive summary

*PLACES TO PLAY KEY DIRECTIONS TO 2020 BUILDS ON THE STRENGTHS OF THE VICTORIAN TENNIS COMMUNITY AND SETS THE DIRECTION FOR STAFF, STAKEHOLDERS AND PARTNERS TO PROVIDE AND DEVELOP QUALITY, WELCOMING AND ACCESSIBLE TENNIS FACILITIES ACROSS VICTORIA.*

*Places to Play Key Directions to 2020 aligns with Tennis Australia's Tennis 2020: facility development and management framework for Australian tennis, and Tennis Victoria's strategic plan.*

The Victorian tennis community is growing, with a 140% increase in connected participants since 2015. Our 270,000+ unique connected participants make up over 40% of national registered participants from 25% of Australia's population base. Tennis is a sport for all ages, genders and abilities. Our innovative programs – ANZ Tennis Hot Shots (including Coaching, Match Play, Community Play and Schools Programs), **FAST4** Tennis and Fitbit Cardio Tennis are making tennis more attractive to a wider audience, and success is being driven by clubs, centres, associations, schools, coaches, players and volunteers.

Tennis Victoria has 818 affiliated venues with a diverse range of surface types, number of courts, ownership status and occupancy arrangements. With 85% of venues located on council owned land, we recognise the importance of close collaboration with local government. To provide guidance and achieve mutually beneficial outcomes, Places to Play has **four pillars of successful tennis venues: accessibility, sustainability, community benefit and accountability.**

## ACCESSIBILITY



- Provides community access to courts
- Offers flexible programs and playing options
- Fair and reasonable pricing options

## SUSTAINABILITY



- Business model and practices to achieve financial sustainability
- Well managed and maintained buildings and grounds
- Future planning

## COMMUNITY BENEFIT



- Delivers quality community programs
- Engages at all levels of the community
- Provides opportunity for social interaction

## ACCOUNTABILITY



- Delivers and supports national programs
- Works with Council to deliver agreed outcomes
- Consistent and regular reporting

Through the National Court Rebate, Tennis is contributing to facility development. Along with club contributions and investment by local, state and federal governments, over the past five years, more than \$70 million has been invested into tennis venues across Victoria. Much progress has also been made over the same period in assisting Victoria's tennis venues to engage with an increasing number of Victorians to be healthy and active via improved facility design elements, operational support and benchmarking. Innovations such as Book A Court are making online court booking management easier for those affiliates that have installed the system.

*Places to Play Key Directions to 2020* provides industry guidance and recognises that an aligned and partnership centric approach is essential to deliver the key actions that best support the provision and development of Victoria's places to play. *Places to Play Key Directions to 2020* outlines the case for investment in new facilities to cater for our growing and diverse population. It also recognises the need to work closely with our partners to refurbish our existing facilities and develop appropriate operational and management arrangements to ensure all our facilities are thriving and welcoming places to play tennis.

Tennis Victoria, with the help of our stakeholders, has identified four key directions, underpinned by strategic actions to guide our resourcing. These directions are **building and sharing knowledge, planning collaboratively with our partners, attracting investment and improving venue sustainability, use and capability.**

**Tennis Victoria's Places to Play team aims to support the transition of tennis venues into vibrant, social, welcoming, inclusive, innovative, sustainable and customer-focused community assets.**

### KEY DIRECTION 1 Build and share knowledge

Build, develop and share our knowledge of places to play needs and requirements

### KEY DIRECTION 2 Plan collaboratively with our partners

Support government authorities and industry partners to plan for future growth, diversity and innovation in tennis

### KEY DIRECTION 3 Attract investment

Drive investment, support activities and resource initiatives with key partners

### KEY DIRECTION 4 Improve venue sustainability, use and capability

Create a culture of sustainable, welcoming and accessible venues with a customer focus.



# Tennis in Victoria\*

818  
VENUE  
AFFILIATES

64  
ASSOCIATIONS

146,000+  
HOT SHOTS  
PARTICIPANTS

270,000+  
CONNECTED  
PARTICIPANTS

5105  
COURTS

907  
COACH  
MEMBERS

258  
EVENTS

15,000+  
ACTIVE  
VOLUNTEERS



\* 2016-17 figures





**Growth in  
connected  
participants  
since 2015**



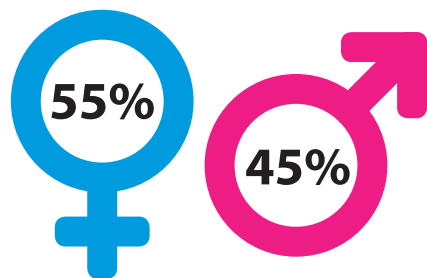
**146,502 ANZ  
Hot Shots participants**

**A sport for  
all ages and  
abilities**



**TENNIS IS  
BIG  
AND IS TRULY  
FOR EVERY  
ONE**

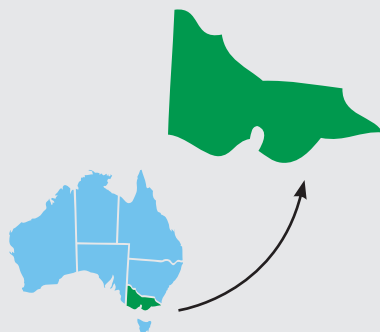
**Tennis is a  
sport for all  
genders**



**540,000 Victorians  
play tennis  
each year**



**VICTORIA:**  
40% of all national  
participation from  
25% of total  
Australian  
population



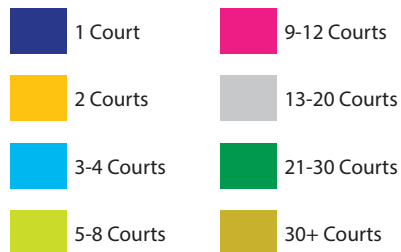
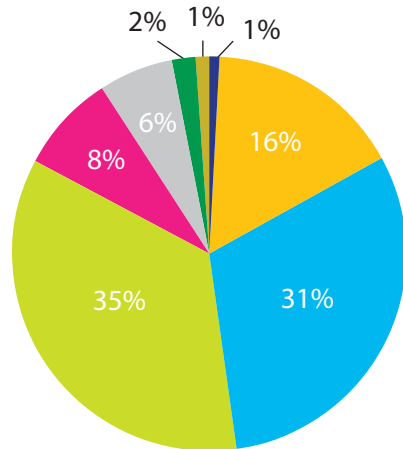






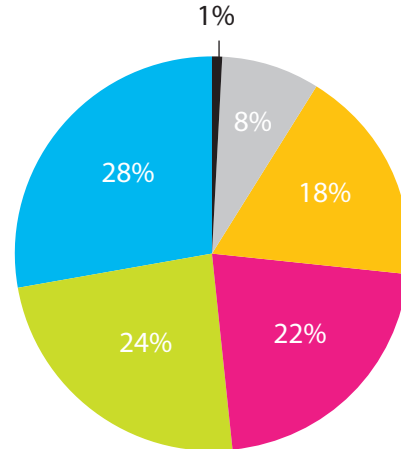
# Places to Play landscape

## COURT AND HIERARCHY MIX



Only 8% of existing tennis venues in Victoria provide between 9 and 12 courts. Tennis Australia's Operational Health Check and benchmarking analysis indicates that venues with 9 to 12 courts provide the most consistently positive performance data for court occupancy and net yield per court.

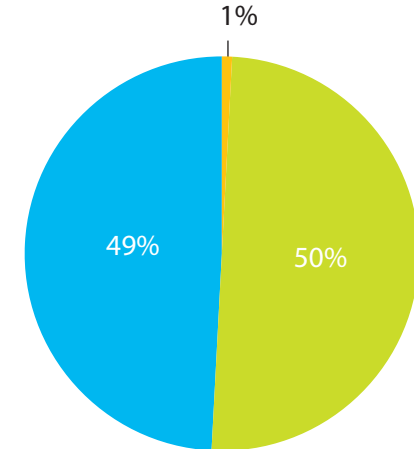
## COURT SURFACE MIX



77% of Victorian club courts provide recognised player development surfaces (acrylic hard court, red porous / natural clay and natural grass surfaces).

58% of Victorian club courts have surfaces that can accommodate multi-sport use.

## FLOODLIGHTING



74% of all outdoor floodlit courts are located in metropolitan Melbourne. 26% are located in regional Victoria.

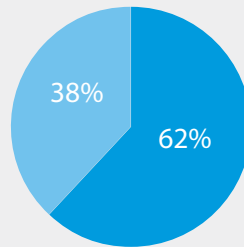








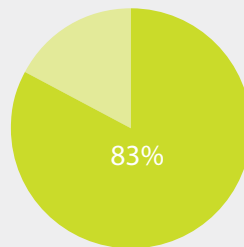
## DISTRIBUTION



**62% of Victoria's club based tennis courts are located in Regional Victoria and 38% within Metropolitan Melbourne.**

Tennis Victoria supports the provision and development of 'the right courts in the right places'. Our approach is to ensure the tennis court provision in each Local Government Area (LGA) meets demand, and venues are suitable for local community needs.

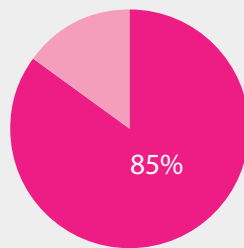
## CAPACITY



**83% of Victorian tennis venues provide between 1 and 8 courts.**

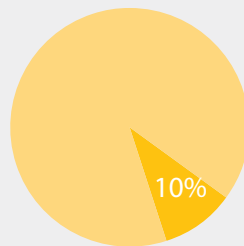
While this creates opportunities to play across a great range of locations, it identifies a potential capacity issue in growing the sport beyond local club activities. Equally, Tennis Victoria supports the development of venues to 9+ courts to allow for tournaments and high performance programs, providing for a wider catchment area. Increasing the number of courts with lighting will allow for increased playing hours and greater utilisation of tennis venues.

## OCCUPANCY



**85% of LGAs in Victoria have tennis venues located on council owned land,** with 78% also managing venues located on Crown Land. 32% of Victorian LGAs have venues on private land with many more courts provided across education institutions and churches. The predominant occupancy arrangement for Victorian tennis venues is via lease between venue operator(s) and local government.

## OPERATIONS



The majority of tennis venues are not-for-profit and depend on the great work of volunteers. Equally, Tennis Victoria believes the development of professional management arrangements at suitable venues is vital to future growth of the sport. Successfully managed venues need to make an appropriate contribution to facility renewal, in partnership with council.

**Only 10% of local governments provide an annual capital improvement or renewal program specifically dedicated to tennis only infrastructure.**



# Places to Play pillars

Tennis Australia and Tennis Victoria, in consultation with tennis and government stakeholders, have identified four pillars that are essential in delivering successful tennis venues.

**The underpinning value in implementing these key pillars will be achieved by working in collaboration with our tennis, government and community partners.**

“It is Tennis Victoria’s goal to use these four pillars to drive the future growth of our sport and provide clear focus for stakeholders in the area of community tennis venue management.”



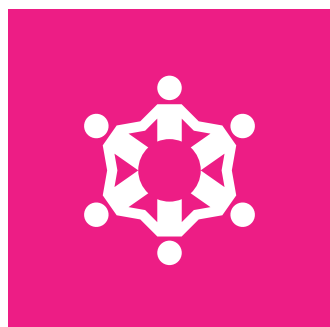
## ACCESSIBILITY

An accessible venue is one which is both physically and economically accessible and open to all members of the public. Physically, the tennis venue is accessible during reasonable operating hours either with a physical point of contact or utilising gate access technology. Tennis venues on public land should be open to the community (including non-members of the club) to hire and use on a casual or pay-for-play basis. An adequate distribution and mix of accessible tennis venues that offer programming and services which meet the needs of local communities and provide a range of tennis programming entry points is central to venue access.



## SUSTAINABILITY

A sustainable tennis venue is financially viable into the foreseeable future. A sustainable tennis venue successfully implements an asset maintenance and replacement plan and is not overly reliant on external sources of funding to meet its basic infrastructure needs. It derives funds from a range of activities, putting aside operational surpluses each year to service its sinking fund to cover asset replacement, maintenance and upgrades. The clubhouse, courts and surrounds are upheld to a good standard creating a vibrant, safe and welcoming facility. Environmentally sustainable practices are also part of a sustainable venue’s fabric and operations.



## COMMUNITY BENEFIT

Community benefit should be a fundamental purpose of any tennis venue. Community benefit can be defined as any value that the public derives from the venue. Tennis venues should demonstrate alignment with the strategic directions of the national tennis community, government and community partners. They should be inclusive and welcoming, and providing a diverse range of programs. Tennis venues must demonstrate their capacity to provide health, active lifestyle and social benefits for all.



## ACCOUNTABILITY

Accountability of venue operators means that they take appropriate responsibility for the asset, including its ongoing sustainability and future security. They implement sound business and financial planning and reporting practices. The operational responsibilities of the venue are clear and measures are in place to meet the targets and goals set by stakeholders to ensure that obligations are met.



# A partnership approach

## SHARED OUTCOMES, ALIGNED OBJECTIVES AND COLLECTIVE UNDERSTANDING

The best results are achieved through strong collaboration, shared vision and targeted resourcing. Tennis Victoria recognises that to achieve great outcomes for Victoria's places to play, we need to work with our key stakeholders and partners to ensure we create win-win results.

We also believe that creating a strong and sustainable Victorian tennis community requires the assistance and investment of our tennis, government, community and commercial partners.

### TENNIS AUSTRALIA

Tennis Australia is responsible for setting national policy and strategic direction for tennis. They are also responsible for the development and promotion of national programs, education support and identifying innovative solutions to drive the growth of tennis.

### ASSOCIATIONS, CLUBS AND VENUE OPERATORS

Associations, clubs and venue operators maintain accountability to the sport and their local communities by providing welcoming, inclusive, sustainable and progressive tennis facilities.

### LOCAL GOVERNMENT

Local government provide resources and support for venues and their operators and play an active role in consulting with the sport when making decisions that impact tennis. Local government also have a significant opportunity to positively influence and set direction on achieving progressive tennis venue occupancy and management models that meet the needs of tennis. Tennis will work collaboratively with local government to help achieve adequate investment into tennis facilities.

### COACHES

Coaches will teach and drive the growth of tennis throughout the network of Victorian tennis venues. Coaches will also work cooperatively with tennis, venue operators and local government to continuously improve tennis services and products.

### VICTORIAN GOVERNMENT

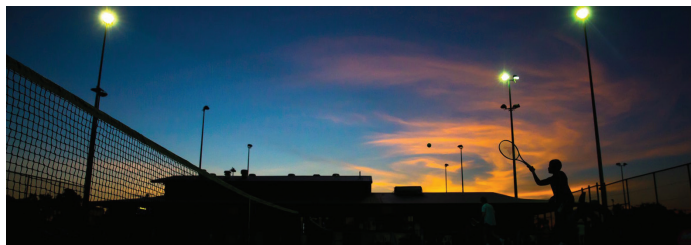
The Victorian Government will continue to engage with tennis to support venues, innovations and programs that create sustainable, accessible and accountable outcomes and maximise benefits to local communities.

### COMMERCIAL AND INDUSTRY

Commercial and industry representatives will engage with Tennis Victoria to understand the sports' changing needs of the sport and work with us to drive innovation through ongoing research and use of technology. A continuous improvement approach to service provision and product provision will be a key ongoing role.



# Key enablers



## Technical Advisory Service

To assist with well-planned facility development, Tennis Victoria partners with industry experts to provide a range of technical services to clubs and councils. Delivered by industry professionals, services include club facility audits, redevelopment / improvement design options, project cost estimates, tender comparisons and specifications and project management. Specific resources exist to support facility development including the implementation of dedicated Hot Shots courts blended line marking.



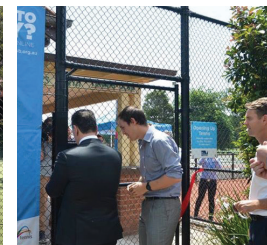
## Investment

Tennis is one of the few sports that directly invests in its own Places to Play, through the National Court Rebate, and also through concessional loans. Tennis Victoria can also assist with government advocacy for specific projects, and has access to facility design and associated services and economic modelling on the value of tennis events.



## Strategic Support

In order to plan collaboratively with Local Government, Tennis Victoria provides support in the development of tennis strategies, feasibility studies and master planning. These are important enablers to ensure decisions regarding the future of tennis in your local area are informed by thorough research.



## Technology

Innovation plays an important part in ensuring modern tennis facilities are responsive to community needs, and operate in the most sustainable and efficient way.

Tennis Victoria has access to participation and mapping databases to assist sound decision making about facility location and investment. Guides and resources are available to assist venues and councils in areas such as court surface types and energy efficient lighting options. Book A Court technology (online court bookings and gate access hardware) provides a game changing option to improve community access.

## Partnerships

Our Places to Play team is dedicated to collaborating with council officers on a regular basis, via phone, email and face-to-face communication. Additionally, Tennis Victoria engages with stakeholders at industry forums and conferences, runs a bi-annual local government forum, and coordinates a Local Government Advisory Group to provide a council perspective on tennis. Industry guidance in a range of areas is also available on the Tennis Victoria website.

## Venue Management

Tennis has resources on management models best suited to tennis facilities, and can assist with support on specifications and tender processes to appoint professional managers, as well as best practice arrangements for the engagement of tennis coaches. Operational Health Checks are an important tool to assist clubs and councils to benchmark facility utilisation and sustainability, and have been developed in partnership with the University of South Australia.



# Key directions

The following key directions will guide Tennis Victoria's resource planning and allocation to 2020. Four key directions, supported by key objectives, will be delivered in partnership with sport, government, community and industry stakeholders.

## Vision:

A NETWORK OF WELCOMING TENNIS VENUES AND PROVIDERS THAT DRIVE PARTICIPATION GROWTH, INNOVATION AND COMMUNITY ENGAGEMENT

## Four pillars:

ACCESSIBILITY, SUSTAINABILITY, COMMUNITY BENEFIT AND ACCOUNTABILITY



### KEY DIRECTION 1 Build and share knowledge

Build, develop and share our knowledge of places to play needs and requirements



### KEY DIRECTION 2 Plan collaboratively with our partners

Support government authorities and industry partners to plan for future growth, diversity and innovation in tennis



### KEY DIRECTION 3 Attract investment


Drive investment, support and resource initiatives with key partners



### KEY DIRECTION 4 Improve venue sustainability, use and capability

Create a culture of sustainable, welcoming and accessible venues with a customer focus.





# KEY DIRECTION 1

## Build and share knowledge

Build, develop and  
share our knowledge of  
places to play needs and  
requirements.

### PRIORITY OUTCOMES

- More accurate data collected
- An improved knowledge base
- Increase the regularity of stakeholder communications

### KEY ENABLERS

- State-wide facility database
- Technical services support
- Advantage Tennis e-communications
- Tennis Victoria website

### STRATEGIC ACTIONS

Tennis Victoria will work collaboratively with our industry partners to:

- Publish the Advantage Tennis newsletter for government partners quarterly to promote Places to Play initiatives and information for the government sector.
- Conduct regular local government forums to foster a two-way partnership.
- Develop and share case studies of successful facility development and improvement projects and their benefits and outcomes.
- Build a consolidated and sustainable database of venue provision and condition information to support LGAs, identify priorities for investment and guide strategic planning.
- Maximise the utilisation of venue, participation and demographic mapping to aid continuous tennis venue and program planning, and improve location intelligence.
- Educate on the importance of understanding tennis infrastructure life-cycle costs and provide guidance on developing detailed asset renewal programs.
- Invest in and promote project support services for venue operators and local government.





# KEY DIRECTION 2 Plan collaboratively with our partners

Support government  
authorities and  
industry partners to  
plan for future growth,  
diversity and  
innovation in tennis.

## PRIORITY OUTCOMES

- Active relationships with all levels of government
- The right venues in the right places
- An increased number of tennis strategies developed with Tennis Victoria support

## KEY ENABLERS

- Local Government Advisory Group
- Municipal tennis strategies
- Industry conferences and forums

## STRATEGIC ACTIONS

Tennis Victoria will work collaboratively with our partners to:

- Initiate and support municipal and regional planning projects in conjunction with Tennis Australia, Sport and Recreation Victoria, local government, clubs, venue operators and coaches.
- Participate in all state and local government reviews and/or strategy development projects that may affect the future of tennis and provide necessary tennis expertise where required.
- Maintain a strong relationship with relevant planning authorities to stay informed of developments in key strategic areas.
- Work closely with Victoria's growth area local government to influence facility planning for tennis in all precinct structure planning processes
- Identify key local areas of potential growth and/or under-supply and work with partners to investigate and plan solutions.
- Maintain and support a Local Government Advisory Group.
- Support council staff in presentations and advocacy for tennis projects
- Where all other options have been explored, work with key stakeholders to re-purpose under-utilised venues to cater for additional and multi-sport community activities and assist clubs involved to facilitate mergers.
- Continue to work with State Sporting Associations and other bodies on multi-sport venue planning, design and management initiatives.



# KEY DIRECTION 3 Attract investment

Drive investment,  
support and resource  
initiatives with key  
partners.

## PRIORITY OUTCOMES

- Greater resourcing for Victorian venues through all funding sources
- Increase number of local councils with specific tennis capital replacement programs

## KEY ENABLERS

- Economic benefit modelling
- Tennis Australia National Court Rebate
- Government funding programs
- Australian Sports Foundation
- LGA investment survey

## STRATEGIC ACTIONS

Tennis Victoria will work collaboratively with our industry partners to:

- Identify and support local projects for National Court Rebate investment and prioritise those that seek to achieve Tennis Victoria's Places to Play objectives and principles.
- Advocate for local projects eligible for Victorian or Federal government investment.
- Promote the benefits of the Australian Sports Foundation to Victorian clubs and venue operators.
- Work in partnership with State Sporting Associations and other bodies on multi-use, joint facility and precinct planning projects in order to maximise sports investment into key projects.
- Work with Tennis Australia and the private development sector to achieve commercial investment into new facility projects.
- Partner with industry specialists to develop tennis venue projects and prepare strong cases for project funding.
- Develop and publish economic benefit information on the value of tennis venues and events to local and regional communities to support investment decision making.
- Promote to local government the benefits of auditing tennis venues and the preparation of municipal tennis strategies that lead to securing funding.







## KEY DIRECTION 4

### Improve venue sustainability, use and capacity

Create a culture of  
sustainable,  
welcoming and  
accessible venues  
with a customer  
focus.

#### PRIORITY OUTCOMES

- Increase the number of venues completing annual Operational Health Checks\*
- Improved sustainability of all tennis venues
- Advocate for tennis specific venue occupancy arrangements
- More floodlit tennis courts

#### KEY ENABLERS

- Management model templates and education
- Operational Health Checks
- Tennis specific occupancy agreements
- Book A Court software and gate access hardware integration
- Club-coach agreement template and resources

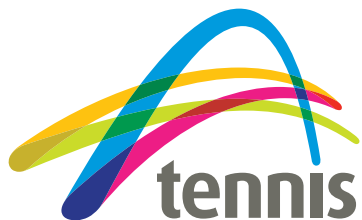
\*Operational Health Checks are an industry benchmarking tool, with results compiled by UniSA utilising CERM and tennis specific performance indicators.

#### STRATEGIC ACTIONS

Tennis Victoria will work collaboratively with our industry partners to:

- Support Tennis Australia to develop and implement a national leasing and venue management framework.
- Encourage local government to mandate Tennis Victoria affiliation and Operational Health Checks as part of venue lease, licence and/or occupancy agreements.
- Promote education material on energy efficient and cost effective lighting solutions and other environmental and financial sustainability initiatives.
- Assist with business case development to support venue management change.
- Advocate for the benefits of gate access hardware and online court bookings.
- Support clubs, venue operators and local government to develop local floodlighting projects and supporting business cases to justify investment and council policy change (where greater support of lighting projects is required).
- Encourage local government, clubs, venue operators and the education sector to develop dedicated Hot Shots courts and encourage those with hardcourt surfaces to introduce blended Hot Shots lines.
- Continue to educate stakeholders on the critical part that coaches play in delivering activities and driving the growth of the sport across Victoria's venues, as well as best practice arrangements to support their role.





*inside* **EDGE**  
sport and leisure planning

## LOCATION

AAMI Park (Entrance F), Olympic Boulevard  
Melbourne VIC 3000

## POSTAL ADDRESS

Tennis Victoria  
Locked Bag 6001, Richmond VIC 3121

## CONTACT INFORMATION

Phone: (03) 8420 8420  
Email: [tvreception@tennis.com.au](mailto:tvreception@tennis.com.au)

## FURTHER RESOURCES

[tennis.com.au/vic/clubs/places-to-play](http://tennis.com.au/vic/clubs/places-to-play)

