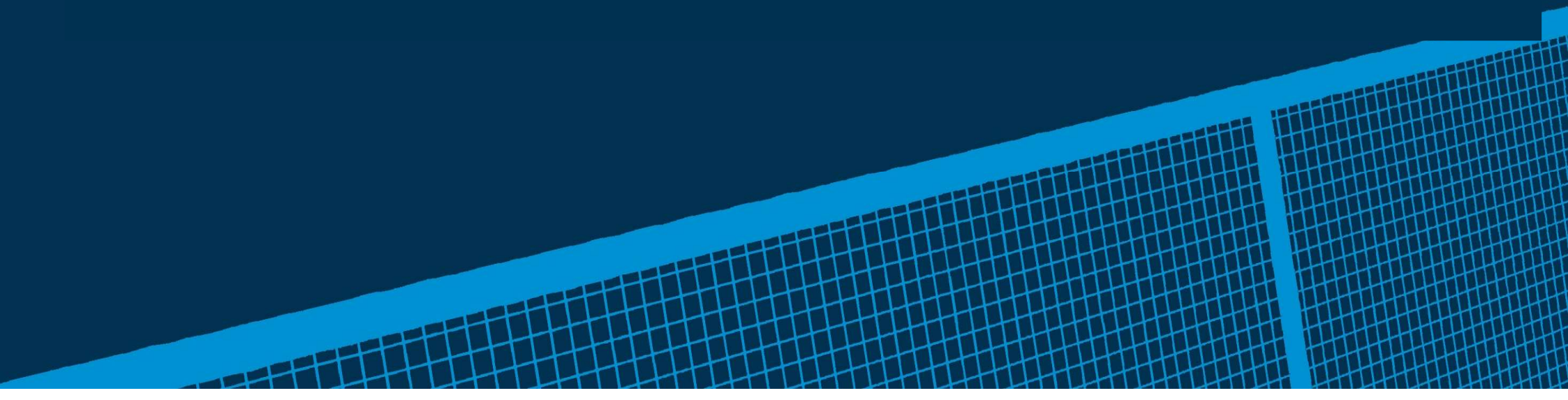




Tennis Victoria - Facilities Framework 2024





A MESSAGE FROM THE CEO

Tennis Victoria is pleased to release our Facilities Framework 2024 for Victorian Tennis.

This guide for government partners, tennis venues and other industry stakeholders, outlines our priorities and approach to development, design, management, access and utilisation of tennis facilities.

Tennis Victoria's Facilities Framework has been established to provide a structure for the future planning and development of Victorian tennis facilities.

The Facilities Framework builds on the foundations that were set within Tennis Victoria's *Places to Play: Key Directions to 2020* and aims to assist the tennis community and stakeholders to **plan for and deliver a network of sustainable and well managed tennis facilities that are accessible to all Victorians.**

Our priority through the Facilities Framework is to ensure that Tennis Victoria has clear principles that guide our regional planning and direct investment into the right facilities and projects across Victoria.

We understand that having a great facility is not necessarily a precondition of success. To this end we will continue to promote the four pillars of successful tennis venues: *accessibility, sustainability, community benefit and accountability*, which are underpinning themes of Tennis Australia's eight characteristics of *Thriving Tennis Communities*.

We will also support a number of critical state and national research and planning initiatives that will deliver long-term value and provide evidence on which to base future directions.

Tennis Victoria's Facilities team (in partnership with Tennis Australia's Facilities team) are primarily responsible for tennis infrastructure, driving local projects and providing guidance on best practice. I encourage all stakeholders to work closely with them and our wider delivery team in the provision of quality, sustainable tennis facilities throughout Victoria.

Adam Crameri
Acting Chief Executive Officer

Background

Improving the capability and sustainability of clubs and venues; and making tennis more accessible across Victoria are important areas of focus for tennis at all levels.

Tennis Victoria's *Strategic Plan 2024* will be released during 2021 and the key components of facilities and their management will remain central to our operations.

The 2019 National Sports Survey (AusPlay) indicates that approximately 1.2 million people were participating in tennis nationally, with around 340,600 residing in Victoria (28% of the national total).

Tennis in Victoria is the seventh ranked sporting activity with an estimated 5% of the adult population (251,442) participating. For children aged 5-14 years, tennis is the seventh ranked sport and recreation activity with 7.8% of children in Victoria (89,180) participating in tennis. Victoria has a children's participation rate in tennis of 1.6% higher than the national rate and an adult rate of 0.5% above the national rate.

Our research and stakeholder consultation identifies that tennis facilities must provide a more diverse range of programs and services that reach a different audience. People of all ages are playing tennis, however the existing traditional tennis club membership model is not supporting the whole range of participants and we need to find ways in programming, as well as venue design and provision that ensures tennis becomes more accessible to more people.

Tennis's Book-a-Court venue access system has proven to be one of the most successful infrastructure initiatives to promote tennis access in the past decade. Since its introduction in mid 2015, over 100 venues are now live with Book-a-Court technology in Victoria, with more than 113,500 bookings now made annually. During the COVID crisis, tennis has seen a dramatic increase in participation, largely due to the ease of access via online technology.

We also know more about clubs and venues and how they are performing. The annual club Operational Health Check program (superseded by Thriving Tennis Communities) has provided significant benchmarking information into venue management and operations.



What has informed the Facilities Framework?

In 2015 Tennis Victoria delivered its *Places to Play Key Directions to 2020* strategy that focused on “building effective partnerships for the growth of tennis”.

The strategy drew its direction from a range of national facility and infrastructure planning policies, including the adoption of the four pillars of successful tennis venues: *accessibility, sustainability, community benefit and accountability*. These pillars remain key attributes in setting the direction for the Facilities Framework 2024.

Participation in tennis has collectively grown over the past five years, particularly in the take up of Hot Shots and junior programs. Social play is gaining in popularity and provides a great potential market for Tennis Victoria across the state.

It is also evident (via our 2019 local government facility survey) that we need to do more to **activate tennis, manage venues more effectively and challenge the purpose, value and community benefits that can be derived from them**.

The investment environment to support community assets has never been more competitive and generating innovative ways to reinvigorate tennis’s assets with their owners and operators is central to our challenge. **Planning regionally and delivering locally** will be critical to responding to this challenge.

With the financial support of Tennis Australia, Tennis Victoria has implemented a new management structure to support the delivery of tennis across Victoria. Victoria now represents around 20% of regions nationally with a Regional Tennis Manager heading up each region. Ultimately, the Regional Tennis Managers are responsible for working strategically with our key stakeholders to manage the delivery of tennis within their region.

The *Facilities Framework 2024* strongly reinforces the need for greater engagement with all levels of government, in particular the sport’s greatest facility sponsor – local government. An increased focus on sustainability, environmental challenges, improved access and inclusivity, plus a diversity of participation opportunities are all key drivers towards 2024.

Over the 2015-2020 period, Tennis Victoria focused on collaborative planning, particularly around physical tennis assets. This followed periods of need and support around disaster recovery, surface conversions and a general shift towards evening play. Tennis Victoria’s organisational Strategic Plan to 2020 was also strong in its support of places to play, recognising facilities and their management as one of its four strategic pillars.

With considerable steps and improvements being made over the past five years, Tennis Victoria now has an opportunity to plan and deliver facilities that meet the new wave of users.



What has informed Facilities Framework?

KEY ACHIEVEMENTS 2015 TO 2020

Tennis Victoria has built a strong profile and a trustworthy partnership approach to facility planning and investment attraction over the past five years. Through implementation of the *Places to Play Key Directions to 2020*, a range of successes have been identified:

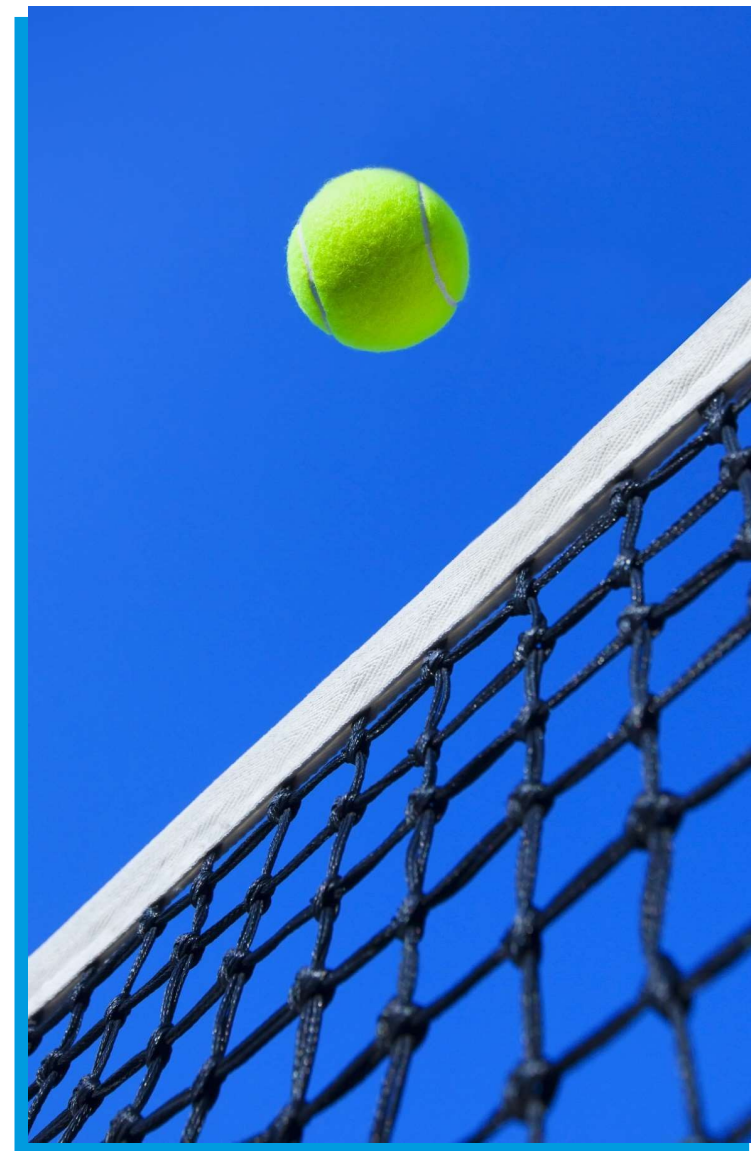
- Success in attracting over \$66M in partnership investment for capital projects (that Tennis Victoria is aware of) across Victoria;
- Secured over \$2M in Tennis Australia National Court Rebate Scheme funding available to State / Territory Member Associations (since 2015 and including Book-a-Court funding);
- 100+ new Book-a-Court installations implemented - resulting in more than 113,500 bookings per year leading to increased venue sustainability;
- Increased engagement with local councils in the development of tennis/recreation strategies, reserve masterplans and facility upgrades;
- Increased recognition by Councils of the value of Operational Health Checks, with more now including annual completion of these in occupancy agreements;
- Quarterly Advantage Tennis e-communications delivered to local government and industry partners.

WHAT OUR STAKEHOLDERS THINK

Our key government, tennis and industry partners and stakeholders were consulted as part of the Facilities Framework development. Many stakeholders participated in a workshop exercise in March 2019, with follow up consultation conducted in September 2019.

As a result of these activities it is clear that our partners and stakeholders believe that tennis in Victoria should be focusing on the following areas to 2024 and beyond.

- Venue activation through greater access opportunities and a broader diversity of use and users (tennis and non-tennis);
- Building social capital within clubs and venues and aligning programs and activities with health and well-being outcomes;
- Improving the quality and consistency of venue management, occupancy agreements and reporting mechanisms;
- Adapting the historical traditional tennis membership model of tennis venues to ensure venue management evolves and meets the needs of a changing participant base;
- Identifying and defining the benefits of investment into tennis and related infrastructure;
- Better matching facility provision with the intended level of use and participation opportunities desired by the communities that are most likely to use them;
- Align resources with the structure of tennis and tennis regions and reinforce that unique needs should be met with unique and localised solutions.



Venue Sustainability Challenges

PARTICIPANT DIVERSITY

In recent years tennis has faced a number of significant challenges in delivering the sport and its social and recreational opportunities to a mass audience beyond those considered to be 'regular club members'.

A growing population and market exists for a diversity of participants, each with their own specific motivations for engaging with tennis and tennis venues. Broader appeal and associated activation is needed in order to bring the game to a wider audience and develop a sustainable base of participants who will contribute to the health, vibrancy and sustainability of clubs and venues for future generations.

Clubs no longer have the luxury of relying predominantly on increasing club membership revenues to support and sustain operations. Increasing access to venues, activities and services will be inevitable and will favour the brave and innovative in this quest.

CHANGING CLIMATE

Climate change has the potential to severely challenge tennis (and sport in general) through effects to infrastructure (surface maintenance, resilience and damage from extreme events), participants (extreme heat, air quality) and organisationally (event disruption, threats to participation). With an increasing number of extreme events, disaster mitigation and recovery plans need to be proactively considered.

Tennis Australia was the first Australian sporting organisation to commit to the UN Sports for Climate Change Action Framework. Tennis Victoria is keen to develop this commitment to influence and drive behavioural changes required to achieve climate neutrality at the state and local level.

COVID-19

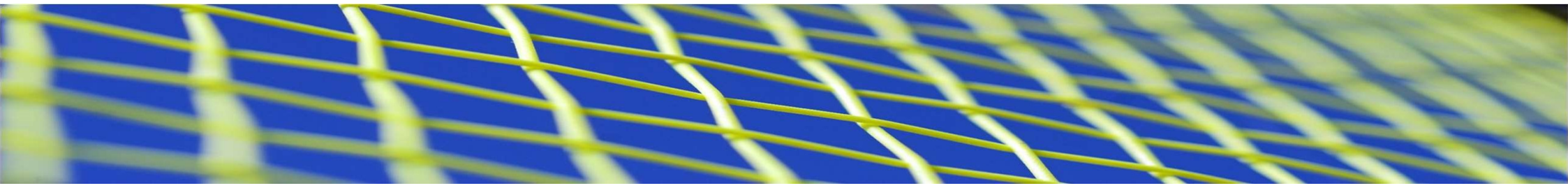
2020 also heralded a new global challenge. Covid-19 is much more than a health crisis, it is a human, economic and social crisis, that is attacking societies at the very core.

At the time of writing, the crisis is far from over but significant work has been done to enable tennis to respond, recover and reactivate. These learnings will prove invaluable in enabling the sport to mitigate future disaster risks.

CHANGING NEEDS, PERCEPTIONS AND MOTIVATIONS

As communities change and develop, and the diversity of recreational opportunities grow to meet the changing needs of participants, tennis venues will continue to experience an increasing range of pressures:

- Declining input and enthusiasm from volunteers and the increasing need for more professionally run programs, services and venues;
- The ageing nature of tennis assets (particularly in regional and rural areas), combined with increased user expectations and increasing asset renewal costs;
- Land use priorities, population change and the existing distribution of venues not matching residential growth and change patterns;
- Financial stress to clubs from declining memberships and limited opportunities to generate sufficient revenue to meet asset renewal costs;
- Competition from other sports and recreational activities;
- Perceptions that clubs and venues are tired, outdated, disconnected and under-utilized;
- The ability to adapt traditional modes of delivery to match changing participation trends;
- The ability to embrace and implement sustainable practices to respond to changing climate pressures.



Local Government survey

A survey of the Victorian Local Government Sector was undertaken by Tennis Victoria staff in September 2019. Completed responses were received and analysed from 57 of Victoria's 79 individual local councils.

The 2019 survey provided new opportunities for local councils to identify their priorities and opportunities for the future, in addition to benchmarking questions provided in a similar 2015 survey as a way to monitor response trends. The results have been used to guide the direction of Facilities Framework.

RESPONDENT LOCATION

Local Council Regions	Responses	
Metropolitan North-West	15.79%	9
Metropolitan Central	5.26%	3
Metropolitan South-East	19.30%	11
Regional West	31.58%	18
Regional East	28.07%	16
Total	100%	57



KEY FINDINGS

75%	Local councils have tennis venues under lease with community providers (clubs or associations)
70%	Local councils indicated that it is the primary tenant / facility manager that is responsible for providing non-member access to venues
55%	Local councils identified that historical venue occupancy arrangements and existing policies drives council facility planning
38%	Local councils identified sustainable asset management and community access / benefits should drive facility management
5%	Local councils have a tennis specific capital renewal plan
> 70%	Local councils identified that court surface and pavilion renewal projects were the highest priorities to 2024
75%	Local councils have heard of Book-a-Court, with 62% indicating they have installed the system or have considered installing or supporting installing it
71%	Local councils promote tennis via council information mediums

Local Government Survey

TOP FIVE WAYS TENNIS VICTORIA CAN ASSIST COUNCILS TO IMPROVE TENNIS VENUE MANAGEMENT AND OPERATION:

		Responses	
1	Greater levels of funding and investment into tennis facilities	87.5%	49
2	Delivering club development / governance advice, programs or forums	75.0%	42
3	Provision of data or benchmarking to help identify 'what a sustainable facility looks like'	67.9%	38
4	Advice on tennis facility capital works planning	44.6%	25
5	Support with more tennis activation programs in conjunction with Council	35.7%	20



FROM THE LIST BELOW, PLEASE SELECT ONE STATEMENT THAT YOU BELIEVE BEST DESCRIBES THE CURRENT LEVELS OF PARTICIPATION AND DEMAND FOR TENNIS IN YOUR COUNCIL AREA:

	Responses	
Thriving	0.00%	0
Growing	8.7%	5
Stable	45.6%	26
Needs help	42.1%	24
Not answered	3.5%	2
Total	100%	57



Tennis Victoria Facilities Framework 2024

Thriving Tennis Communities

Following extensive research and consultation with a range of stakeholders, Tennis Australia recognised an opportunity to promote growth and sustainability by changing the way community tennis operates. Eight characteristics of *Thriving Tennis Communities* were identified with an ambition for Tennis to: **“partner with our local stakeholders, in fostering safe, inclusive and playful clubs that thrive in their respective communities and more accurately measure the holistic impact of our efforts.”**

Enshrined within the Thriving Tennis Communities concept, remain the four pillars of successful tennis venues - *accessibility, sustainability, community benefit and accountability.*



KNOW YOUR COMMUNITY

All stakeholders understand their local demographics and the competitive market they operate within.



APPROPRIATE PRODUCTS

The club and/or coach promote and offer a range of products and playing opportunities that attract and retain people in their community.



FINANCIALLY VIABLE

The club and coach have sustainable revenue sources that enable them to deliver on their long term vision.



SUSTAINABLE FACILITIES

The physical environment is fit for purpose and the sustainability of the facilities is planned for accordingly.



CLEAR IDENTITY AND VISION

The club/coach knows its purpose and what it wants to be famous for.



WELCOMING, SAFE AND INCLUSIVE CULTURE

The environment is welcoming and accessible to their broader community and provides an environment where kids and their families feel safe.



RIGHT MANAGEMENT MODEL

An appropriate management model and governance structure is in place for all stakeholders involved to successfully deliver tennis at your venue.



DIGITAL PRESENCE

Consumers, clubs and coaches are able to easily access and manage tennis information, products and offerings.



Our vision for the future

FACILITIES RESPOND TO COMMUNITY NEED:

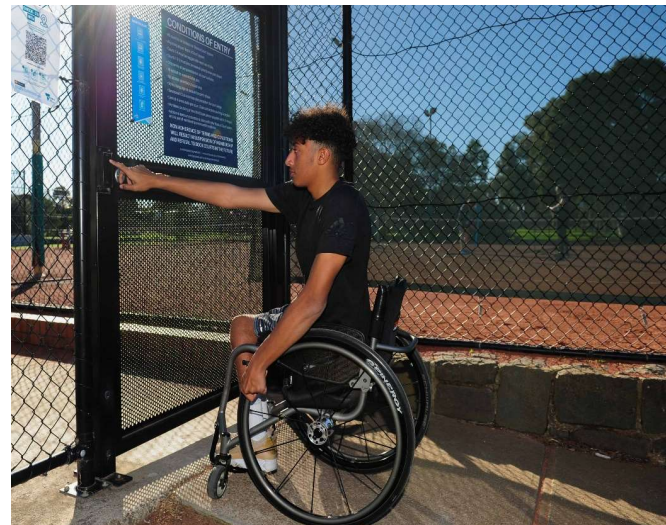
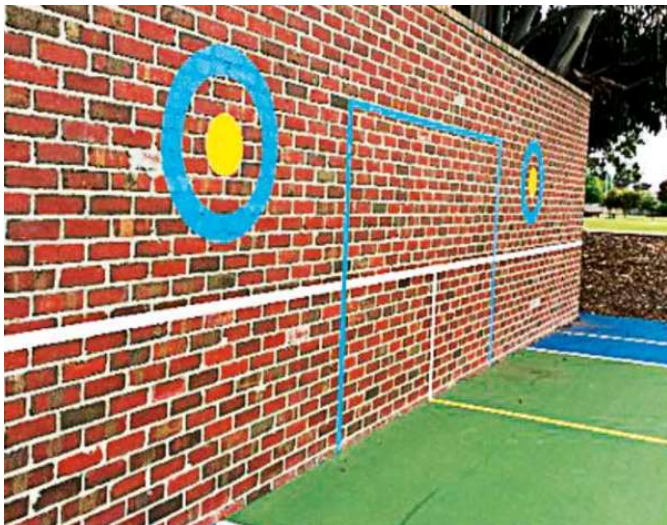
- They are built and designed for the community where they are located
- They serve more than one use
- Individual facilities are considered as part of a broader network
- We plan regionally and deliver locally

FACILITIES ARE SUSTAINABLE:

- Expectations of volunteers, workforce and facility stakeholders are appropriate
- Operations are financially viable and appropriate for the type of venue
- Operations are well positioned to respond to the effects of significantly challenging/ negative events
- Facilities proactively embrace environmentally sustainable practices and are responsive to climate change challenges

FACILITIES CONTRIBUTE TO GROWING PARTICIPATION:

- Facilities cater for all ages and abilities and are safe and welcoming for all cultures
- They are comfortable and incorporate the necessary services expected in modern facilities that encourage people to play



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Ash Ryan, 20/07/2021

Key Enablers

THE FOLLOWING TOOLS AND TECHNOLOGY HAVE BEEN IDENTIFIED AS KEY INITIATIVES AND RESOURCES THAT WILL BE REQUIRED OVER THE 2020 TO 2024 PERIOD IN ORDER TO MEET OUR STRATEGIC OBJECTIVES, ADDRESS CURRENT FACILITY CHALLENGES AND PRESENT THE EVIDENCE REQUIRED TO UNLOCK TENNIS INDUSTRY INVESTMENT

VENUE AUDITS

- Infrastructure audit of over 1300 venues across Victoria
- Annual participation and service data collection of each venue
- Future projects register connecting to both Tennis Australia and government funding opportunities

GIS MAPPING

- Venue database and catchment mapping
- Demographic, participant and demand modelling
- Program participant overlays
- Regional, local government and electorate overlays

REGIONAL SUPPORT

- Regional Tennis Managers (RTM)
- Club Development Officers (CDO)
- Regional Tennis Plans (guided by the Facilities Framework), supporting local delivery

FACILITY AND VENUE GUIDANCE

- Tennis Australia Tennis Infrastructure Planning resource
- Technical services support
- Initial project investigation funding
- Environmentally Sustainable Design and Universal Design principles

VENUE MANAGEMENT

- Hierarchy of tennis programs and services to match infrastructure
- Venue management models
- Operational Health Checks / Venue Sustainability Rating

BOOK-A-COURT

- Visitation data
- Investment and funding support for installations
- Tennis Australia and Tennis Victoria advice service support

GOVERNMENT ENGAGEMENT

- Government engagement plan
- Regular local government surveys
- Local / municipal strategic planning support
- Asset management planning guidance
- Sustainable practices guidance and support

Strategic Framework

FOUR STRATEGIC IMPERATIVES HAVE BEEN DEVELOPED TO DRIVE TENNIS VENUE PROJECTS AND INVESTMENT. THESE STRATEGIC IMPERATIVES ARE CONSIDERED ESSENTIAL FOR GUIDING THE FUTURE DIRECTION OF TENNIS FACILITIES THROUGHOUT VICTORIA.

Tennis Victoria has restructured to establish expanded delivery teams within each of our identified regions. This management structure and associated resources will enable us to strategically **plan at the regional level**, while supporting the delivery of improved facilities, programs and services that **focus on local needs**.



Grow Venue Capacity



OBJECTIVE: SUPPORT CLUBS AND VENUE MANAGERS TO IMPROVE THE QUALITY, FUNCTIONALITY, DIVERSITY, UTILISATION AND SUSTAINABILITY OF EXISTING TENNIS VENUES.

WE WILL CONTINUE TO:

- Work in collaboration with local Councils, clubs and venue managers to conduct regular infrastructure, participation and operational audits to identify needs, monitor trends and provide action planning advice
- Promote and support the installation of both hardware and/or software only online venue access systems
- Support the provision of youth opportunities through new court development and blended line installations
- Strongly encourage Environmentally Sustainable Design and Universal Design principles in all facility related projects
- Promote the differences and benefits in court surfaces, particularly in relation to environmental sustainability
- Promote the benefits of LED lighting technology and support clubs, venues and Councils to implement lighting projects.

WE WILL START:

- Completing facility audits of all Victorian tennis venues using the nationally adopted venue audit software
- Utilising data from tennis facility audits to provide education to stakeholders on the need for and financial implications of, the tennis asset lifecycle and appropriate maintenance regimes
- Developing and sharing case studies of successful facility projects and their outcomes
- Promoting the benefits of creating a range of facilities within venues that provide both tennis and other social interaction opportunities
- Promoting inclusive and culturally safe facility opportunities in new builds and facility upgrades.

WE WILL MEASURE SUCCESS BY:

- Data dashboards have been completed for 100% of affiliated venues for reporting on tennis sustainability
- 90% of local Councils and venue operators in each region have participated in Tennis Victoria knowledge sharing opportunities
- 75% of local Councils in each region are utilising the Tennis venue audit reports to develop/manage tennis strategy and investment
- 100% of affiliated clubs/venues are digitally enabled and capable for online booking access.

Build Management Capability



OBJECTIVE: BUILD AND SHARE KNOWLEDGE OF SUCCESSFUL VENUE MANAGEMENT AND SUSTAINABILITY

WE WILL CONTINUE TO:

- Educate stakeholders on the four pillars of successful tennis venues - accessibility, sustainability, community benefit and accountability - as underpinning themes of Tennis Australia's eight characteristics of *Thriving Tennis Communities*
- In conjunction with relevant Tennis Victoria staff, promote best practice facility management models and club-coach relationships
- Work in collaboration with local Councils, clubs and venue managers to embed aligned management practices and outcomes into occupancy agreements
- Promote the undertaking of club health checks (using the nationally adopted venue audit software) annually to help identify support needs.

WE WILL START:

- Reviewing the Tennis Australia facility hierarchy in the Victorian context
- In conjunction with Tennis Australia, identifying tennis programs, events and services that align with the facility hierarchy to help manage participant and operational expectations
- Within the hierarchy, identifying and promoting the varied management models that suit different facility types, sizes and locations
- Investigating the potential role of Associations in supporting club management and administration, where strong Association governance and commercial systems are in place
- Better understanding the implications of Department of Environment, Land, Water & Planning managed sites and identify the collective needs to help support venues on Crown Land
- Using the facility audit information and in conjunction with relevant Tennis Victoria staff, developing and delivering a suite of regional road shows focused on facility operation education and service delivery innovation and excellence.

WE WILL MEASURE SUCCESS BY:

- Facility, program, event and service level hierarchy developed and adopted
- 25% of local Councils across Victoria are incorporating Tennis Victoria aligned management practices into occupancy agreements
- Regular communication channel with DELWP and a full understanding of the number and needs of venues on Crown Land established
- 90% of local Councils and venue operators in each region have participated in Tennis Victoria knowledge sharing opportunities.

Investment and Advocacy



OBJECTIVE: COLLABORATE AND FORM STRONG PARTNERSHIPS WITH ALL LEVELS OF GOVERNMENT AND RELATED INDUSTRY STAKEHOLDERS TO DRIVE SUPPORT AND INVESTMENT IN STRATEGIC PROJECTS AND KEY AREAS OF NEED.

WE WILL CONTINUE TO:

- Maintain relationships with Victoria's growth area Councils and actively participate in planning activities related to new venue development
- Work with other aligned state sporting bodies to identify and progress shared and multi-use facility models, particularly in regional and rural areas
- Advocate to the Victorian schools sector for increased program and facility development opportunities in schools – provide support to link schools-clubs together
- Advocate for greater investment into Tennis Australia's facility grant/rebate and loan schemes
- Conduct a biennial local government survey to identify and monitor trends and changes in need and priorities.

WE WILL START:

- Reviewing the Tennis Victoria Local Government Advisory Group Terms of Reference
- Developing a Local Council engagement plan that clearly articulates our approach to relationship building and communications with local government (as our primary sponsor of community tennis)
- Developing a State MP engagement plan that clearly articulates our approach to relationship building and communications
- Actively targeting key strategic facility projects for tennis and partner investment
- Identifying state-wide strategic project needs that will have a long-term impact on tennis sustainability
- Establishing regular communication with relevant planning authorities to enable a better understanding of and early intervention in, new development opportunities
- Actively working with Tennis Australia to encourage annual review of the rebate and loan guidelines and processes to ensure projects funded are sustainable and prioritised.

WE WILL MEASURE SUCCESS BY:

- An active and engaged Local Government Advisory Group
- Local Council engagement strategy completed and implemented
- State MP engagement strategy completed and implemented
- Regular communication with relevant planning authorities established
- Tennis Victoria priority projects are recognised and well supported through Tennis Australia and/or partner funding.

Resources and Research



OBJECTIVE: CREATE AND SHARE INDUSTRY RELEVANT RESOURCES, DATA AND INFORMATION TO AID FUTURE PLANNING, DECISION MAKING AND SUPPORT FOR TENNIS AND TENNIS ACTIVITIES.

WE WILL CONTINUE TO:

- Report on relevant state-wide research and available data to Tennis Victoria stakeholders regularly
- Promote the Tennis Australia Tennis Infrastructure Planning resource to all stakeholders involved and engaged with tennis venue planning, design and delivery.

WE WILL START:

- In conjunction with relevant partners, undertaking environmental benefit and impact research into tennis venue provision and management and identify the role that tennis can play in helping sustain venues and reduce environmental impact
- Influencing/advocating for research into how technology can improve and benefit tennis facility accessibility and functionality.

WE WILL MEASURE SUCCESS BY:

- Environmental impact research conducted and pilot programs implemented
- Advancements in technology contributing to greater access and utilization of tennis facilities.

