



PRESIDENTS EVENING JUNE 2018



VENUE SUSTAINABILITY

Step 1: How are we performing now?

Step 2: Where do we want to get to and why?

Step 3: How are we going to get there?

UTILISE TOOLS AVAILABLE

Complete an
OHC

Complete a
Business Plan

AGENDA

- What is the OHC?
- How to participate
- Results and next steps



WHAT IS THE OHC?

- Tennis Australia's national annual survey of tennis facilities
 - The survey benchmarks a series of performance indicators across the areas of management, usage and financial sustainability
 - Conducted in partnership with the University of SA, the raw data provided by participants remains confidential
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OUTCOMES

Performance
Measure

Strategic Planning
& Evaluation

Accountability

Operational
Review

Business Planning,
Reporting & NCR
Proposals

Familiarisation
With
Documentation

Contribution to
Tennis Data

BENEFITS

Facility
Management

Stakeholder
Engagement &
Funding
Applications

Financial Planning
& Monitoring
Sustainability

Measure Results
Against Previous
Year(s)

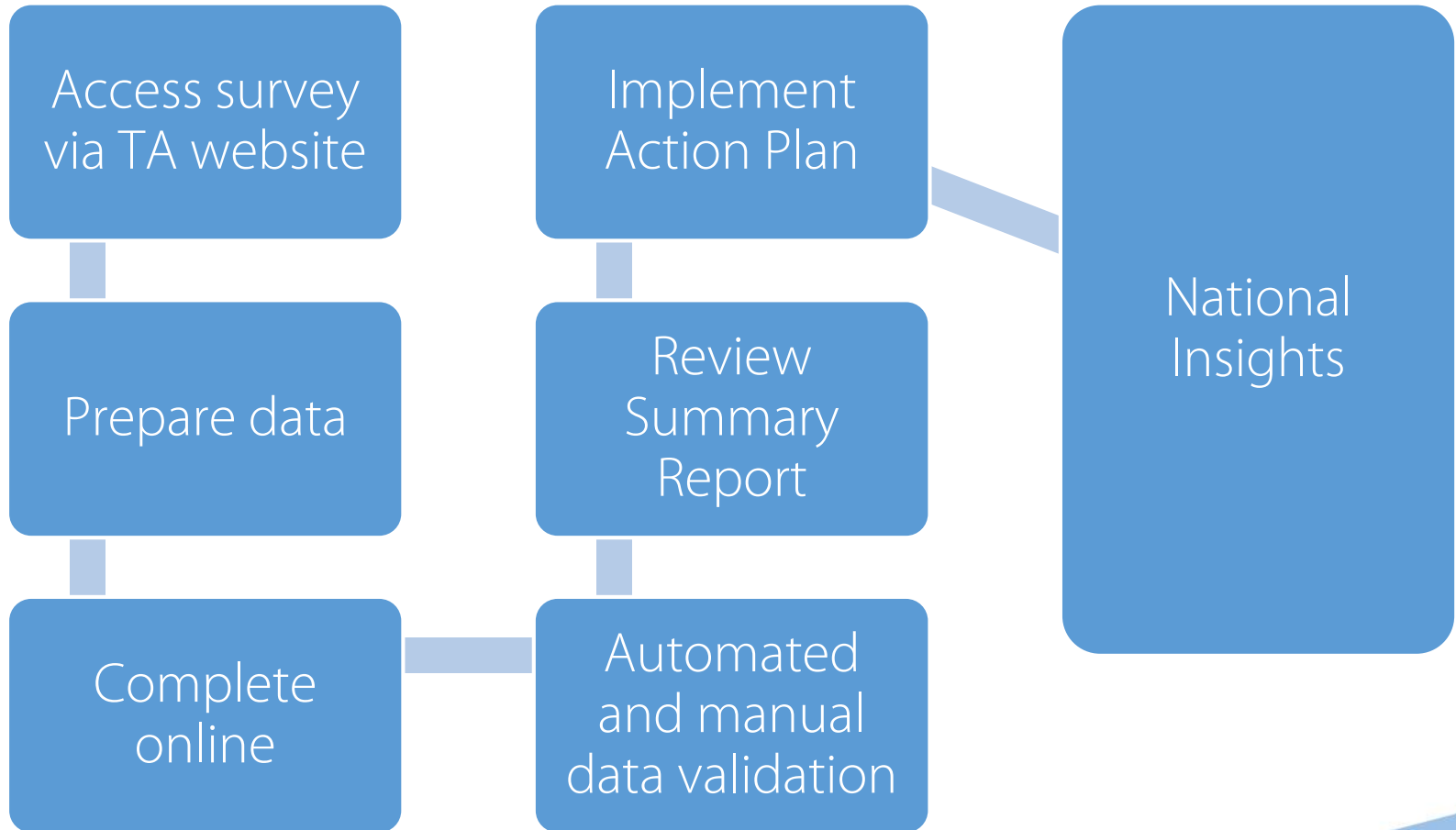
Compare
Performance to
Similar Facilities

Information
Sharing

CEO Geoff Quinlan

'Tennis Queensland's vision is to be the most engaging sport in the state. Understanding the health of our sport through analysis of infrastructure, operations and participation enables us to plan and prioritise the projects that will have the biggest impact towards achieving this vision'.

PROCESS



QUESTIONS

2016/17 Survey Questions



IMPORTANT

If you wish to continue the OHC at a later stage, or share it with your colleagues, please save your answers first and copy and paste your unique link below into a word document. You can then use this link to re-access the survey at any time.

http://survey.us.conformit.com/wix/p3083723012.aspx?_sid_=hNwa02oBrimDeJHS8Vd3ghBpFtmqsec6h12N3RKVMQDth2W0XPvzj_1ssNC_Bbh8MPfWW_y_IEmxAq9GIM1w2

Section 2 - Operational Health Check (Please answer all questions)

Hover your cursor over each question to read the guidelines prior to completing to ensure questions are answered correctly. This is recommended even if you have completed the OHC previously. Please ensure all cells in the '2016/17 figures only' column are completed. If a question is not applicable, enter '0' AND 'N/A' under notes with a short explanation.

Print / Save OHC

Questions		2016/17 figures only	Notes
1. Facility Information			
A	Where is the facility located?		
	How many tennis courts does the facility operate?		
B	1 Full sized courts		
	2 Dedicated ANZ Hot Shots courts		
C	How many of the courts have lighting?		
	How many of each court surfaces does the facility have?		
	1 Cushioned hard court		
	2 Non-cushioned hard court		
	3 Clay		
D	4 Grass		
	5 Synthetic clay		
	6 Synthetic grass		
	7 Other (e.g. Asphalt, Concrete)		
E	How many members (playing & non-playing) does the facility have?		
F	How many coaching students does the facility have?		
2. Management			
A	Which management model does the facility operate under?		
B	What was the annual contribution to the facilities sinking fund?		
C	What was the annual occupancy, lease or management fee?		
D	On average, how many weeks a year was the facility operational?		
E	On average, how many hours a year in total is it estimated volunteers contribute?		
F	On average, how many hours a week was the facility open?		
G	On average, how many hours a week was the facility directly supervised?		

3. Court Usage			
A	On average, how many visits were made from players (excl. coaching) per week?		
B	On average, how many visits were made attending coaching programs per week?		
C	On average, how many visits were made from non-players per week?		
	On average, how many hours per week were the courts used for the following?		
	1 Competitions		
	2 Non-member casual court hire		
D	3 Member casual court hire		
	4 Tournaments		
	5 Coaching & programs		
	6 Other programming		
E	On average, how many hours per week was the venue used for off court community hire?		
4. Income			
A	What was the total annual income for the facility?		
B	What was the total annual court hire income?		
C	What was the total annual payments received from coach/coaching programs?		
D	What was the total annual secondary services takings?		
E	What was the total annual membership fee takings?		
F	What was the balance of annual income on 'other' items?		
5. Expenditure			
A	What was the total annual expenditure for the facility?		
B	What was the total annual expenditure on salaries & wages?		
C	What was the total annual expenditure on energy?		
D	What was the total annual expenditure on water?		
E	What was the total annual expenditure on cleaning & presentation of the facility?		
F	What was the total annual expenditure on facility maintenance?		
G	What was the total annual expenditure on court maintenance?		
H	What was the total annual expenditure on promotion and market research?		
I	What was the balance of annual expenditure on 'other' items?		

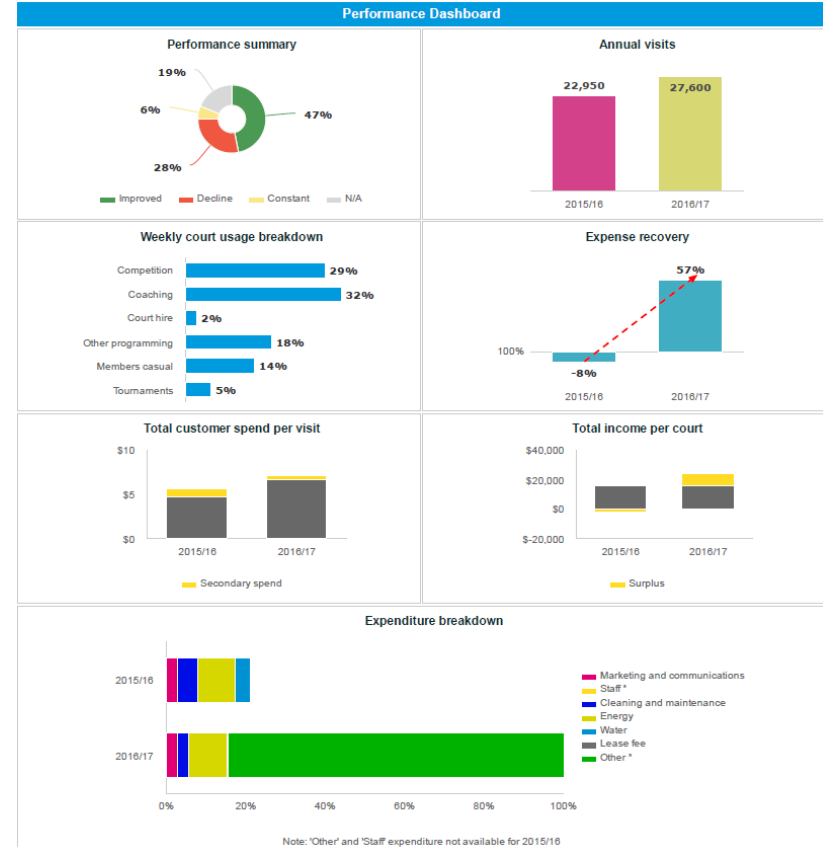
Please save your answers before leaving the survey or continuing: [Save answers](#)



DataTalkShow.com

SUMMARY REPORTS

Performance Indicators				
Venue usage	Health	Current year results (2016/17)	Previous year results (2015/16)	Group Median (Group 3, n=83)
Facility occupancy rate	●	43%	25%	21%
Annual visits	●	27,600	22,950	19,575
Member to court ratio	—	45	45	24
Memberships	●	361	360	200
Coaching students	●	200	165	130
Court usage				
Competition	●	29%	58%	34%
Coaching	●	32%	19%	30%
Court hire	●	2%	3%	8%
Other programming	●	18%	0%	2%
Members casual	●	14%	15%	14%
Tournaments	—	5%	5%	4%
Court availability	●	57%	75%	79%
Income				
Expense recovery	●	157%	92%	124%
Total income per court	●	\$24,631	\$14,568	\$6,594
Total surplus per court	●	\$8,956	\$-1,270	\$1,091
Total customer spend per visit	●	\$7.14	\$5.63	\$4.41
Customer secondary spend per visit	●	\$0.50	\$0.93	\$1.02
Customer secondary spend income	●	7%	17%	18%
Surplus / subsidy per visit	●	\$2.60	\$-0.44	\$0.70
Coach contribution total revenue	●	3%	6%	9%
Coach contribution per court	●	\$823	\$850	\$610
Expenditure				
Marketing & communications	—	3%	3%	2%
Staff *	●	0%		
Cleaning & maintenance	●	3%	5%	26%
Energy	—	10%	10%	9%
Water	●	0%	4%	3%
Lease / management fee	●	0%	0%	3%
Other *	●	84%		
Management				
Value of annual contribution to sinking fund	●	\$0	\$7,000	\$10,000
Volunteer hours	●	3,200	2,000	1,000
Hours venue directly supervised	●	35%	32%	75%
Staff to income ratio	—	0%	0%	15%



ANNUAL RESULTS

- Survey closes June 30
- State Results (July)
- Annual Bulletin (August/September)



2014/15 Operational Health Check National Operational Benchmarking Survey for Australian Tennis Facilities

Facilitating quality management for tennis
Vol. 8 No. 1 (ISSN 1320 2359)



National Club Health Check Survey for Australian Facilities 2013–2014

Facilitating quality management for tennis
Vol. 7 No. 1 (ISSN 1320 2359)



2015/16 Operational Health Check National Operational Benchmarking Survey for Australian Tennis Facilities

Facilitating quality management for tennis
Vol. 9 No. 1 (ISSN 1320 2359)




SUMMARY

- Easy to complete online tool
- Provides a range of important data
- Assists councils to monitor venue sustainability

Cairns Regional Council

'The OHC developed by tennis is a fantastic way of snapshotting the region and providing both Council and the respective clubs a very real picture of the inner workings of tennis in the region. The information gathered will assist Council's strategic decisions as well ensure that a more targeted approach to supporting tennis in the region can be achieved.'





**GET
COURT
UP**

LGA SUMMARY REPORT – EXAMPLE A

Operational Health Check (OHC) - LGA Summary Dashboard

Introduction to OHC

Established in 2008 in collaboration with University of South Australia (CERM PI*) the Operational Health Check (OHC) is Tennis Australia's national annual survey of tennis facilities. The survey benchmarks a series of Performance Indicators across the areas of court and venue usage, management and finance providing both a holistic view and detailed analysis of facility operations. The number of contributing venues per Performance Indicator for the graphs presented in this report are represented by 'n=' and national benchmarks (e.g. Medians) provided are from the 2014/15 financial year.

LGA Information

LGA Name [REDACTED]
Total number of tennis venues 29
Total OHC participating venues 20 (19 affiliates)
Total annual tennis venue visits 444,952

LGA Management Types

Volunteer Committee 6
Management Overlay (Hybrid) 7
Professional Operator 7

LGA OHC Summary

Data from 19 [REDACTED] affiliated venues in the [REDACTED] LGA region who participated in the 2015/16 OHC Survey are included in this report. The data from these venues shows there are at least 4,709 tennis club members in the region and 445,000 visits to these facilities a year. Overall, [REDACTED] venues performed above national medians in facility occupancy and members per court, but below for the benchmarks of Expense Recovery (Graph 6) and sinking fund contributions. Of [REDACTED] venues surveyed, 70% invested in sinking funds in 2014/15 indicating operators are planning for future asset renewal, including venues who reported a loss. However, [REDACTED] median contribution was \$4,100; significantly under the 2014/15 national median of \$10,000 and below the low performing benchmark of \$5,000 (see definitions below). Further investigation is required as to if this allocation is sufficient for future capital works and the reasons why 30% of venues did not or were unable to contribute.

Performance Indicator Definitions

Graph 1: Facility Occupancy	Percentage of time the facilities are occupied during operational hours each week
Graph 2: Court to Member Ratio	Average number of playing members per court
Graph 3: Court Usage	Percentage of weekly court time used for that purpose out of total usage
Graph 4: Lease Fees	Percentage of total annual expenditure spent on lease fees
Graph 5: Income per Court	Dollar value of surplus / deficit annual income per court
Graph 6: Expense Recovery	Percentage of total expenses recovered through income leaving leftover as surplus / deficit

Facility Occupancy (National Benchmarks)

High performing ★ Low performing ☆
47% 14%
Mid performing ☆ Average
25% 31%

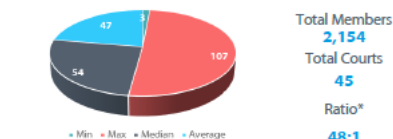
High Performing Data set divided by quarters (75th percentile)
Low Performing Data set divided by quarters (25th percentile)
Mid Performing Mid point of a data set when ordered by rank (Median)
Average Sum of the values in the set divided by their number (Mean)

Graph 1: LGA Facility Occupancy



Average Occupancy by Management Type:
Volunteer Committee = 17%
Management Overlay (Hybrid) = 34%
Professional Operator = 27%

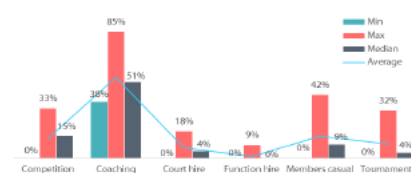
Graph 2: LGA Court to Member Ratio



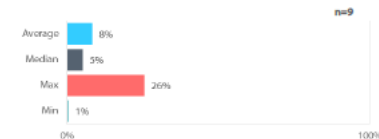
*2154/45=47.86

Total Members
2,154
Total Courts
45
Ratio*
48:1

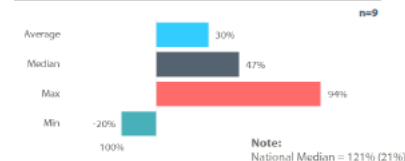
Graph 3: LGA Court Usage Trends



Graph 4: LGA Tennis Venue Lease Fees



Graph 6: LGA Tennis Venue Expense Recovery



Note:
National Median = 121% (21%)

Participating Venues

[REDACTED]

Court to Member Ratio Summary

The average number of members per court (Graph 2) in [REDACTED] is reported to be 47 with a ratio of 48:1. These figures demonstrate [REDACTED] tennis venues are operating above the maximum court allocation (approximately 40:1 when courts are operational 10 hours a day) and therefore suggests courts may be oversubscribed during peak periods. With 86,540 visits reported in 2014/15 equating to 1 court per 1,923, this further evidences court utilisation and the potential need for increased provision.

Court Usage Summary

Graph 3 shows [REDACTED] LGA courts are used predominantly for coaching activities, providing key learning opportunities for players and helping retain people in the sport by transitioning them to become club members and competition participants (the next highest usage). When observing medians (removing outliers), member casual hire and court hire (non-member) are significantly below national medians (20% and 11% respectively). This presents an opportunity to increase overall usage and generate income through these activities and non-member accessibility requires investigation at 50% of venues reporting no usage for the benchmark.

Graph 5: LGA Income per Court



Financial Summary

Over half of [REDACTED] LGA venues operated at a surplus in the 2015/16 FY (Graph 6). Those operating at a loss all performed below the national median for facility occupancy, however no other trends were identified for these venues (e.g. types of court usage were diverse). Further investigation is therefore required of the reasons sustainable operations may be compromised, with results indicating this could be attributed to a variety of streams ranging from high cleaning and maintenance, energy (volunteer management) and staffing costs (professional operator).

LGA SUMMARY REPORT – EXAMPLE B

Operational Health Check (OHC) - LGA Summary:

Introduction

Established in 2008 in collaboration with University of South Australia (CERM PI*) the Operational Health Check (OHC) is Tennis Australia's national annual survey of tennis facilities. The survey benchmarks a series of Performance Indicators across the areas of court and venue usage, management and finance providing both a holistic view and detailed analysis of facility operations. The number of contributing venues per Performance Indicator for the graphs presented in this report are represented by 'n=' and national benchmarks (e.g. Medians) provided are from the 2015/16 financial year. For more information visit www.tennis.com.au/clubs/venue-management or contact your state Member Association for a copy of the 2015/16 OHC Bulletin (annual report).

LGA Information

Total number of tennis venues	4
Total OHC participating venues	4
Total annual tennis venue visits	16,524

LGA Management Types

Volunteer Committee	4
Management Overlay (Hybrid)	0
Professional Operator	0
Other	0

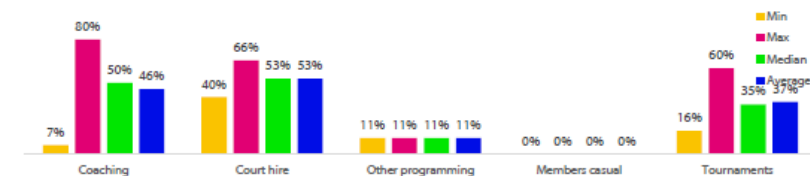
Facility Occupancy

These indicators show facility occupancy out of total reported operational hours. The figures in the table refer to the top performing (max), middle ranked (median) and lowest performing venues (min), in addition to average result. Further analysis is required to understand the breakdown of this usage, such as peak / off peak times.

Definition: Average % of time the facilities are occupied during operational hours each week (National Median = 21%)

LGA	Facility Occupancy by Management Model			
	Volunteer	Hybrid	Professional	Other
Max	21%	21%		
Median	9%	9%		
Min	1%	1%		
Average	10%	10%		

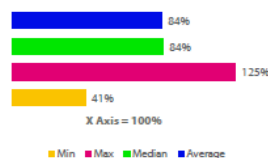
Court Usage



Definition: Percentage of weekly court time used for that purpose out of LGA total usage (see Facility Occupancy)

Management

Expense Recovery



Definition: % of total expenses recovered through income leaving leftover as surplus / deficit (National Median = 120% (20%))

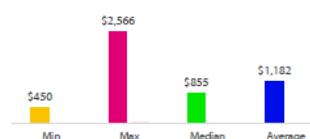
Sinking Fund



Definition: Total sinking fund contributions by the operator for the financial year (National Median = \$8,000)

Income

Court Income (\$)



Definition: Dollar value of total annual income per court (National Median = \$6,154)

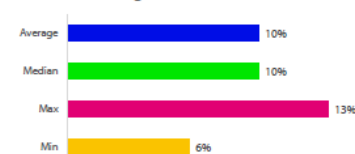
Coaching Income (%)



Definition: Percentage of total annual income received from coaching contributions (National Median = 10%)

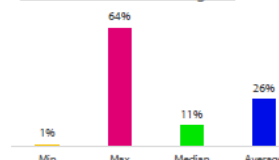
Expenditure

Lease / Management Fee (%)



Definition: Percentage of total annual expenditure spent on lease or management fees (National Median = 4%)

Maintenance & Cleaning (%)



Definition: Percentage of total annual expenditure spent on cleaning & maintenance (National Median = 21%)