



Tennis 2020

*Facility development and management
framework for Australian tennis*

The future foundation for Australian Tennis

- Better planning.
- More and better national infrastructure.
- Better management practises.

The results

- Healthier communities.
 - More active players (more people playing more tennis, more often).
 - More great champions.
 - More devoted fans.
- 



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1 Introduction



Tennis is part of our national sporting and cultural heritage. The significance of tennis in Australia extends far beyond the pursuits of our elite tennis players. The sport contributes strongly to the social cohesiveness of our community and provides a safe and healthy sport and social environment for Australians of all ages and abilities. Tennis is truly a sport for life and a sport for all.

In September 2008, Tennis Australia introduced **Tennis 2020: facility development and management framework for Australian tennis**. The framework outlined Tennis Australia's initial vision and approach to nurturing and advancing the prospects of tennis and its facilities in partnership with our state and territory Member Associations, clubs, government and other stakeholders. This updated version takes into account the actions and findings over the last three years.

Some of the highlights include:

- developing partnership arrangements with 37 regions across the country to nurture and grow the sport
- creating a dedicated, national Places to Play team
- investing over \$12 million in building or upgrading community courts and infrastructure
- MLC Tennis Hot Shots, our kids starter program, engaging over 530,000 participants at over 950 venues

- clearly understanding our tennis consumer through extensive ongoing research
- launching Cardio Tennis, a fun and fitness program, aimed at those wishing to increase their skill and fitness levels.

The updated framework aligns and integrates our vision and strategies to deliver a sustainable and vibrant environment for tennis facilities and clubs for the period of 2012 to 2020. We are now into the second phase of a robust community tennis strategy, backed by modern management practices, quality programs and coaching, to significantly grow participation in tennis over the next five to 10 years. It is imperative that both our key stakeholders and infrastructure are well prepared to cater for and cope with these increased demands.

The key themes of the framework are performance and partnerships. We seek to provide a world-class sport service and facility model, in partnership with all stakeholders, that is well planned and delivers operational peak performance within tennis facilities throughout Australia.

Tennis Australia and its Member Associations acknowledge the significant investment already made in tennis by our government partners, private developers and clubs to date. We will continue to strengthen these partnerships and our approach to developing the national tennis infrastructure and the services it provides.

The **Tennis 2020: facility development and management framework for Australian tennis** provides an overview of how Tennis Australia and its Member Associations intend to support all stakeholders to create a sustainable and viable future for our facilities, clubs and communities.

We look forward to your continued support of our vision. Together we can grow the game and enhance the total tennis experience for all Australians.

Ready? Play.

Yours sincerely,

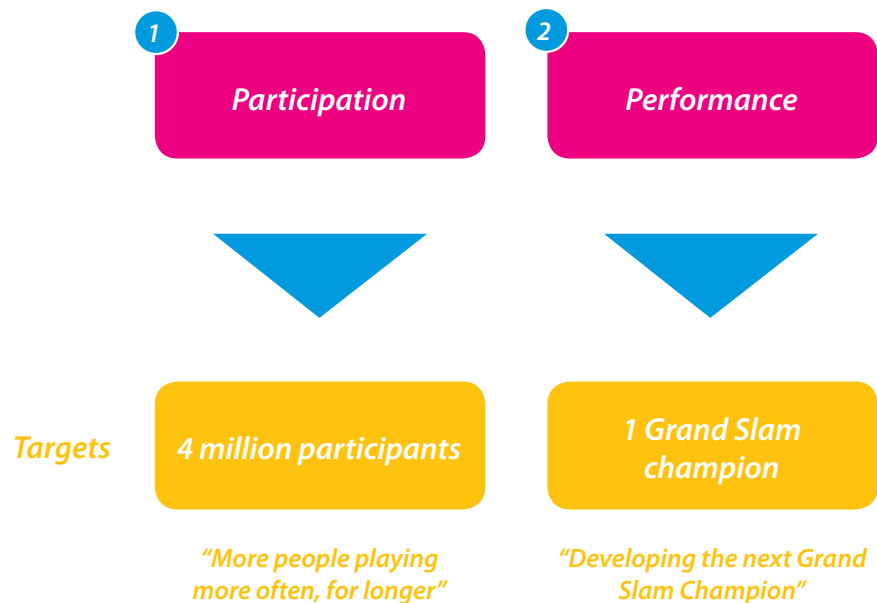
Craig Tiley

Director Tennis | Tennis Australia
Tournament Director | Australian Open

2 The Tennis Australia vision

Our mission is simple.

Making Australia the greatest tennis nation on the planet



Our vision for the next 4 years focuses on two major key areas

- 4 million participants per annum, and
- one (more) Grand Slam champion.

This vision is underpinned by five key strategic priorities and objectives which are;

MLC Tennis Hot Shots	Increase participation and capture the interest of primary school aged children.
Cardio Tennis	Bringing people into and back to tennis.
Talent	Improve the quality and quantity of athletes under the age of 12.
Places to Play	Form leading partnerships in planning, building and managing quality places to play.
Asia	Develop strong relationships with key stakeholders and commercialise in Asia.

As a key driver of this mission and vision, Tennis Australia and its Member Associations are responsible for growing the game from initial player engagement through to performance on the international stage. Continued success will come through a collaborative blend of strategies by all key stakeholders at all levels supporting the sport. Tennis Australia's Places to Play, Athlete Development, MLC Tennis Hot Shots, Cardio Tennis, Tournaments and Events teams collaboratively focus on providing opportunities for everybody at all levels to participate in the game.

The national Places to Play team is responsible for ensuring the Australian community has access to a wide range and mix of welcoming tennis venues and quality services that will attract, engage and immerse people into the game of tennis.

Places to Play vision

To service tennis communities with the best planned, designed, managed and sustained places to play of any sport and recreational activity.



Places to Play objectives

Tennis Australia's Places to Play objective is to create more inviting and quality places to play tennis, by doing the following:

- partnering with Local Government Authorities and other stakeholders to create viable and sustainable places to play
- establishing an appropriate court mix within the framework, including maintaining a clay court program
- investing in tennis facilities
- ensure better managed venues by implementing objective measures
- partnering with regional facilities for continuous improvement.

Places to Play Guiding Principles

1. Create models offering professional management with community oversight.
2. All projects must have measurable objectives with time and personal accountability.
3. There must be a collective approach with stakeholders to depreciation and facility upgrade/replacement.
4. Striving towards increased playing opportunities, with clubhouse facilities that service tennis and community needs and wellbeing.
5. Processes and contracts that maintain strong levels of governance and commercial and community responsibility.
6. Positively promote the game of tennis and create greater program depth and scope to meet consumer needs.

3 Tennis 2020: facility and management framework for Australian tennis



The Tennis 2020: facility development and management framework for Australian tennis is driven by the objectives and needs of tennis providing a community health and wellbeing service, participation programs, elite player development and tour events.

Tennis Australia's role in delivering the framework is:

- to ensure the prospects for tennis in Australia are nurtured and substantially advanced via an integrated long term strategic facility and management vision, and
- to guide the development of national tennis infrastructure with our government and private development partners that underpins the successful delivery of Tennis Australia's participation and player development initiatives.

We will know we have succeeded when we have:

- created a club and facility management model that continually accommodates national tennis participation growth and retention targets and enhances the total tennis experience for all Australians
- delivered (in collaboration with Member Associations and key stakeholders) a network of national and regional premier venues that meet the required performance criteria for the elite player development pathway and nurtures the sustained success of Australian competitive tennis at an international level
- increased the number of viable and self sustainable tennis clubs, facilities and associations by partnering effectively with our government, private sector and club allies.

The framework can be used by all stakeholders to guide long term planning and infrastructure development decisions within a region. The framework provides a basis for decision making around the hierarchical level of facilities to provide a wide range and mix of community opportunities and experiences within a region. Further advice and assistance can be provided by contacting the national or state Places to Play team. Contact information can be found on the back page.

4 The environment for sport and tennis facilities in Australia



The sports facility landscape

Sport – both community sport and sport business – has come of age in the twenty-first century. In the past, sport and sport development was left to the individual sport governing bodies and separated from work conducted by local councils. However, in contemporary society the importance of sport as a tool for social, health, well being, economic and personal development, as well as a source of entertainment, has become too important to be left to the uncoordinated planning of fragmented stakeholders. National leadership towards long-term facility planning is required to confidently deliver on the ever increasing demands of both the sport customers and members of the wider community.

This requires a vision that looks beyond the mere usage of facilities for a single sport purpose. Both now and in the foreseeable future, society will be seeking entertainment, quality sport and social experiences, opportunities to contribute to wider (sport) society, and safe and pleasant (sport) places where they can congregate and make valuable contributions. Sport, business and community governors need to put their combined knowledge and interests on the table in order to design and build innovative, new (sport) meeting places. Sport, as any other business or socially worthwhile activity, has social responsibilities and these can best be delivered in partnership with the different stakeholders. Tennis Australia recognises this need but also its social (community)

responsibility to provide wider community benefits. It will actively seek to leverage community resources in the best possible way and grow an iconic and quintessential Australian sport to even higher levels of performance.

Tennis Australia facility census

Tennis Australia acknowledges the need to provide engaging and enjoyable experiences to communities via tennis programs and facilities. In order to provide firm direction and a decisive strategy in tennis facility development, a national tennis facility census was originally conducted in 2006.

The census data provided some clear messages of the needs and wants of the tennis community. From a facility development point of view these included but were not limited to:

- providing a clear need for assistance and direction in updating tennis facilities and surroundings
- developing more of a social environment within tennis facilities, and
- introducing more relevant programs and services, to encourage more people to play.

The collective data obtained as a result of the survey response, predominantly by volunteer committee members, provided Tennis Australia with an accurate base understanding of the existing supply of tennis facilities.

Tennis Australia consumer research

In 2010 Tennis Australia undertook the largest national study ever conducted by a sport to gain a clear understanding of the tennis consumer. The study was conducted by the Gemba Group. The sample size was over 8,300 people, covering all capital cities and regional areas within each state and territory from people aged from 5 to 75 years. Tennis Australia has committed to updating the research on an annual basis. 2011 updated data and key insights include:

- 33% of the population have played tennis regularly at some point in their lives
- tennis has the highest participation rate of any traditional sport in Australia
- 12% of the population currently play tennis at least once a year
- participation is consistently high across both genders and geographic locations
- the highest participation rates are in the 5-9 and 10-15 year age groups
- 74% of the population started playing before the age of 16 years old.

Interest to participate in tennis

- There is a huge latent demand to participate in tennis.
- An additional 6% of the population who aren't currently playing are interested in playing tennis.
- Interest to play is consistently high across both genders and ages/life stages.
- Interest to play is consistently high across all geographic locations.
- 60% of those who are interested to play have played before.

Major drivers

- Social (41%) then fitness (28%) are the major drivers to play tennis.

Playing format

- Social play with family and friends are the key 'occasions' to play tennis format, followed by coaching programs and weekly competition.

Preference of time of year to play

- 60% of current players will play all year round, with an additional opportunity in the cooler states to play summer and the hotter states to play in winter or at night time.

Access to tennis

- 66% of current participants would prefer a pay for play model to access tennis.
- 1 in 10 participants who have played in the last 12 months are members of a tennis club.
- Potential membership of a tennis club increases with regularity of play.

Changes in tennis infrastructure and needs

- Community expectation of tennis facilities is commensurate with other leading leisure facility options and must be met in order to attract and retain participants. The provision of welcoming tennis facilities promotes a desirable, positive club culture and encourages socially engaged tennis players to play more tennis more often. The tennis clubhouse environment allows for the facility to be utilised for a variety of community and well being activities for multiple user groups whilst creating much needed revenue options.
- Nationally, increasing maintenance and replacement costs of court surfaces, fencing and the need to fund lighting has resulted in standards decreasing in clubhouse environments. As a result, clubhouses are presented in their original condition with clear signs of wear and tear.

It is critical that all stakeholders understand the need to financially plan for refurbishment and facility upgrades to both courts and buildings.

- It is imperative that local governments and facility owners seek to provide tennis environments that offer numerous opportunities and are more commercially focused in order to create self-sustaining operations. Tennis venues can play an important role as a community hub for the local community.
- Tennis Australia has developed a series of site plans, clubhouse designs and guides (view at tennis.com.au), such as the following for greenfield sites that may be used as reference for redevelopments or the construction of new tennis infrastructure.

Concept Venue Site layout



Design Principles

Ground floor

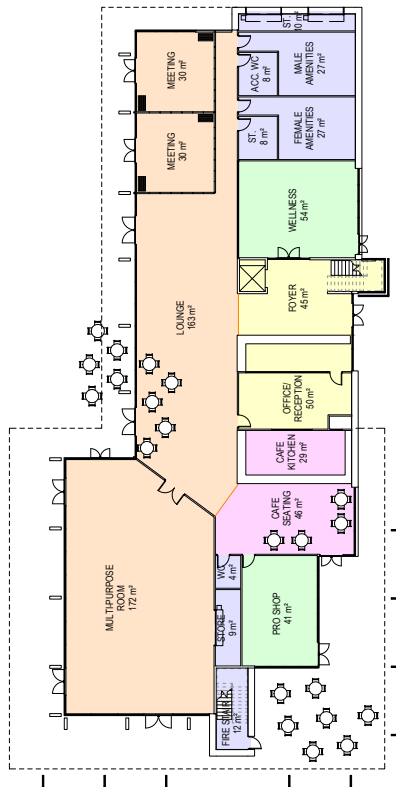
- A court layout that caters for all tennis services.
- A flexible site that allows for growth.
- Easy access into the venue.
- A direct connection from clubhouse to courts.
- Specific courts for kids starter program 'MLC Tennis Hot Shots'.
- A multi-purpose court that provides for flexible programming opportunities.
- Prominent show court that can also be used for functions, product launches and concerts.
- A configuration that allows for maximum return on investment.

If you would like some assistance in the design of a new or updated venue please contact SportDev, Tennis Australia's official tennis facility designer for concept plans and cost estimates.

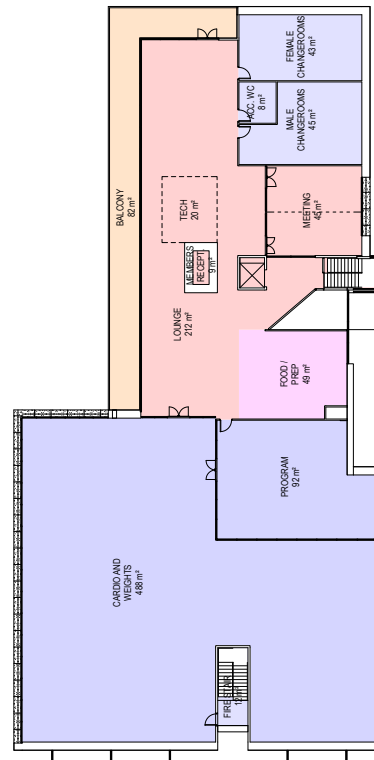
w: www.sportdev.com.au

Concept Venue Clubhouse layout

Clubhouse Ground floor



Clubhouse First floor



Design Principles

Ground floor

- Must have direct access to courts.
- A suite of community meeting rooms to provide community access.
- A fully licensed cafe and function space for social interaction.
- Dedicated reception to provide welcoming atmosphere.
- A wellness centre for massage and sports injury rehabilitation to add diversity.
- A pro shop for coaching and programming purposes.

First floor

- Health and fitness studio to cater for diversity and potential members.
- Lounge area for informal meetings and social occasions.
- A dedicated food service area for members.
- Workstations with internet access for business people.
- A fully serviced members desk.
- Direct views to courts.
- Dedicated meeting space for members.



Critical facility issues for tennis, government and developers

In relation to court surfaces, Tennis Australia is concerned with the increasing trend of synthetic court surfaces that detract from athlete development objectives. While recognising that environmental impact, lifecycle costs, maintenance and member preference are critical factors in court surface decision making, Tennis Australia athlete development requirements are that surface type choice is made on the basis of characteristics including: soft on the body, ability to slide during point play and “slow” in relation to ball response on the court surface. These desirable characteristics contribute to a player’s ability to construct a point through tactical awareness and physical conditioning. These court characteristics are also most readily identified in Grand Slam surfaces, slow hard court and porous courts.

Research and development is continuing for synthetic surfaces to be developed towards athlete development objectives rather than being distinguished through brand marketing. Tennis Australia is currently

pursuing this research in collaboration with synthetic manufacturers to provide a solution.

The impact of a changing physical environment, life cycle costs and consideration of water conservation and sun protection is also critical to facility development planning. These issues should be addressed within the scope of any tennis facility development. Further, maintenance regimes should be minimised where possible, particularly in tennis facilities within the public access, local and district categories where a reliance on volunteer management will remain high.

Stakeholder strategies and addressing desired outcomes

So, where do we all fit in and what do we do now?

Local government

Local government is encouraged to contact and develop collaborative partnerships with Tennis Australia and Member Associations to develop strategic directions for their regions and best use of relevant grant funding. By enacting the framework

and using Tennis Australia and Member Association resources as a guide will assist to support strategic decision making.

Federal, state and territory government

Federal, state and territory governments are encouraged to develop policies that ensure grant and facility development funding towards tennis is aligned with the successful implementation of the framework. Ensuring master planning of tennis infrastructure also invites and engages Tennis Australia and the respective Member Associations to provide input with stakeholders so that long term sustainable benefits are derived at all levels.

The story so far.....

The State of Queensland, in collaboration and partnership with Tennis Queensland, Tennis Australia and five councils have developed a series of regional tennis venues that are providing increased social, health, economic and community benefits to those areas.



Tennis Australia

Tennis Australia is committed to research and development and dissemination of information relating to key decisions for major tennis asset items. Further, Tennis Australia will enhance the development of project management services that are reflective of the framework delivered through Member Associations and proactively develop relationships with key government organisations that are consistent with enacting the hierarchy of facilities.

Member associations

Member associations are responsible for the delivery of services from club development through to project management for the community. Member associations should provide leadership in state and local community relationship development, decision

making, and proactive engagement of stakeholders towards progressive facility development and integration of sustainable operations to capital works programs.

Affiliates

Affiliates should utilise the resources and assistance that are provided by the aforementioned stakeholders to ensure that facilities are sustainable in the future. Affiliates should also embrace modern planning and management practices including appropriate fees for service so they can provide better services to members and the wider community.

Private developers

Private developers are encouraged to work with all stakeholders to ensure that both corporate and community obligations/objectives are balanced and that service provision is relevant in today's environment.

5 A hierarchy of facilities proposal



National Tennis Centres

20 Courts +▶
(5)

- Inter/national tournaments and events
- High performance training environment
- Sustainable tennis development objectives
- Sustainable economic development objectives
- Showcase for tennis

Regional Tennis Centres

16 Courts +▶
(70+)

- National/state based tournaments
- High performance training and talent feeder focus
- Resource for smaller centres, clubs and associations
- Economic driver
- Grass roots development
- Sustainable tennis development objectives
- Community health and wellbeing objectives

Large Community Tennis Centres (Sub Regional)

12 Courts +▶
(300+)

- Intra/Inter club tournaments
- High performance training feeder and focus
- Resource for smaller centres, clubs and associations
- Grass roots development
- Sustainable tennis development objectives
- Community health and wellbeing objectives

District Tennis Centres

8 Courts +▶
(600+)

- Interclub Tournaments
- High Performance Training Feeder
- Grass roots development
- Sustainable tennis development objectives
- Sustainable community health and development objectives

Local Tennis Centres

4 Courts +▶
(1,200+)

- Interclub tournaments
- High performance training feeder
- Grass roots development
- Sustainable tennis development objectives
- Sustainable community health and development objectives

Public Access Centres

1 Court +▶
(2,400+)

- Tennis engagement opportunities
- Health and social objectives
- Public accessible venues
- Community development objectives

Why?

- A planned approach to future tennis facility infrastructure and management practises in Australia.
- Evidence based (Tennis facility census 2006 and ongoing consumer research).
- A guide to assist decision makers in infrastructure provision.
- Operationally more sustainable.
- A linked pathway for tennis and community development.

How to apply this hierarchy

- Review existing provision within the region against this hierarchy.
- Develop long term strategies using the mix and provision to confirm infrastructure provision.
- Seek feedback, advice and support from all stakeholders including tennis *Places to Play* team.

The story so far.....

Tennis Australia and key stakeholders have invested in over 1,200 new, redeveloped or upgraded courts around the country. This investment is motivated by ensuring that everybody has the opportunity to play on quality surfaces.

Hierarchical approach

Tennis in Australia has over 15,000 accessible tennis courts, which historically have been constructed, managed and operated within a volunteer and committee-based environment. With most courts residing on government land, there is a general trend of increased and significant investment required by various government sectors to maintain and upgrade courts for local communities. This is reinforced through our consumer research.

Rising costs of surface replacement and consumer expectation of quality tennis program services, courts, clubhouse and surrounds makes small clusters of courts increasingly difficult to manage as self-sufficient and sustainable venues. Sustainable practice, in tennis terms, is defined as a tennis entity having the resources to consistently maintain and upgrade the asset without reliance on external support. Many existing tennis clubs, centres and associations operate in an environment of declining facility standard and service provision. These facilities require address towards change if tennis is to remain viable and relevant to government and local communities.

It is now more common for all levels of government to strategically plan for any community infrastructure. Increasingly, governments are adopting a hierarchy of facilities provision in order to balance regional and community needs with sustainable practices. Tennis Australia believes that a similar planned approach should be taken with tennis infrastructure across Australia. It is critical to the health of tennis that a hierarchy of facilities is developed in order to meet the stated vision and objectives and to develop the sport as a whole.

Each Member Association has endorsed state/territory development plans to assist in the achievement of these objectives.

National facilities

National facilities should be pinnacle facilities capable of holding large international events that showcase the sport. They should also provide an intensive training venue for identified talent. They are usually developed by state governments as the state elite venue. This level of facility is already in place or planned to be in place in the future.

Regional Partner facilities

Tennis Australia and its Member Associations believe that this level of venue is critical to the long term health of tennis. We have and will continue to be a driving active partner with government, private developers and clubs in the selection and development of planned regional tennis focus points throughout Australia. We have developed a regional partners program that supports these venues and are actively seeking arrangements with willing partners. A regional partner is an owner or operator which aspires to offer the community a venue capable of delivering sustainable business practices, be willing to nurture the growth of tennis in the region as well as be centres of high performance for national initiatives including tournaments, player development and community tennis initiatives.

Criteria – management and facilities

For a facility to be recognised as a Regional Partner the following criteria will need to be met through planned strategies within an agreed period.

The story so far.....

A Regional Partner in Victoria underwent a major court reconstruction in 2009 and was prioritised to host major tournaments in 2010 /11 including Pro Tour, Platinum and Junior AMT events, with an estimated economic benefit to the region of over \$2,000,000.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 16 courts based on a mix of ITF surface codes A (acrylic), F (clay) and H (grass)
- a minimum of 14 courts of the same surface based on ITF surface code A (acrylic), F (clay) and H (grass). (Ideally the total court configuration should be a mix of all surfaces)
- each court would be floodlit to minimum ITF competition standards (500 lux)
- a show court that can provide capacity for national, state, regional tournaments and events
- a minimum set of 6 dedicated MLC Tennis Hot Shots courts for primary aged introduction programs.

Clubhouse and facility requirements

Clubhouse and facility requirements should ideally include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- outdoor shaded social areas suitable for events and social nights

- onsite floodlit, sealed parking in close proximity to facility entrance
- multipurpose space for wider community use
- meeting facilities.

Other amenities

Other amenities should include:

- direct or easy access to parklands or sports fields
- direct access to strength and conditioning facilities (gyms and pools)
- short term child care
- health and wellbeing services
- access to airport and accommodation within close proximity.

Management and administration requirements

Management and administration requirements include:

- acceptable professional administration standards
- endorsed strategic development and/or business plan for a minimum five-year period
- compliance with Tennis Australia's endorsed national health check management program
- telephone reception service

- face-to-face counter service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to nurture and assist other tennis facilities within an agreed regional area. In essence a regional centre will become an information and guiding source for local facilities.

Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan - the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 200,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of 80,000 to 100,000.

Large Community facilities

Large Community facilities are community clubs or facilities that have some of the elements of regional centres but may have fewer courts. These facilities will play a large part in participation growth and in identifying players with potential and nurturing their talent.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within an agreed period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 12 courts with at least 80 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- each court to be floodlit to minimum club competition standards (350 lux)
- a main court that can provide adequate seating (either fixed or mobile) for local and regional tournaments and events
- a set of 4 dedicated MLC Tennis Hot Shots courts for primary aged introduction programs.



Clubhouse and facility guide

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- onsite floodlit, sealed parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Other amenities

Other amenities could include:

- easy or direct access to parklands or sports fields and to strength and conditioning facilities (gyms and pools)
- short term child care
- health and wellbeing services.

Management and administration requirements

Management and administration requirements include:

- semi-professional administration
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- telephone reception service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to assist other tennis facilities within an agreed sub-regional area.



Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan - the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 100,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of between 40,000 to 50,000.

District facilities

District facilities will have a multi suburb focus on engaging and immersing social and competitive players into the tennis culture.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within an agreed period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of eight courts with at least 50 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- fifty per cent of courts to be floodlit to minimum club competition standards (350 lux)
- a set of 2 dedicated MLC Tennis Hot Shots courts for primary aged introduction programs.

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s

- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Management and administration requirements

Management and administration requirements include:

- volunteer or semi-professional management structure
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan – the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 50,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of greater than 5,000.

Local facilities

Local facilities will have a local focus on engaging and immersing social and competitive players into the tennis culture.



Criteria – management and facilities

Criteria will need to be met or be planned to be provided within an agreed period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 50% of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- fifty per cent of courts to be floodlit to minimum club competition standards. (350 lux).

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s
- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for local events and social nights.

Management and administration requirements

Management and administration requirements include:

- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

Catchment population requirements

The facility is projected to have a catchment population of:

- metropolitan - the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 20,000
- regional country - the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of greater than 5,000.

Public access facilities

- Public access facilities are regarded as facilities that can be hired or have free access for community use.



Sharing intellectual property for new developments, redevelopments and rationalisation

The current environment indicates that many existing facilities are being evaluated by independent consultants on behalf of local or state and territory governments. These consultants are making recommendations of existing assets for required capital works or the provision of management agreements. The variation in criteria being used to determine tennis sustainable practice or otherwise causes confusion for Tennis Australia, its Member Associations, Government, tennis clubs, centres and associations.

Tennis Australia and Member Associations are active in ensuring that the information being provided by consultants to decision makers is balanced and consistent. This will be achieved through partnering local government in the development of tennis strategies. Resources such as the

development of operational performance benchmarks, lifecycle assumption frameworks and research findings are tools that will be used to assist in determining developments, redevelopments and any rationalisation decisions. As an example, our research suggests that in the future the public accessible optimum court to population ratio should be 1 to 1,500 people. This ratio is based on our strategies to grow the game and have more people playing more tennis, more often.

It is imperative that organisations or individuals seeking to make localised assessments ensure that the approach remains consistent with Tennis Australia and Member Association strategies.

Tennis Australia provides annually reviewed lifecycle assumption charts (view at www.tennis.com.au) that provide general guidance for values associated with the maintenance and replacement costs of major surface types and court items within Australia, for example, lights and nets. There is

an increasing requirement for local and state governments to make decisions relating to a more effective and efficiently operating tennis facilities. Industry performance benchmarks currently being implemented will assist in this process. Also, commitments by all stakeholders to provide input into the collection of industry data will be critical in ensuring benchmarks are reliable for planning purposes.

Significantly, a consistent approach must also be taken to enable a commercially viable environment while retaining community awareness that tennis facilities have been historically built from past members' community contributions and successful achievements. This requires a sensitive approach by all future decision makers. Tennis Australia and Member Associations can provide advisory support for local governments and consultant decision making activities.

6 Facility management and development: sustainable performance



The story so far.....

A Regional Partner in Queensland underwent a major development in 2010 and officially opened with a Pro Tour event and a Davis Cup tie. These two events provided an estimated economic benefit to the region of over \$1.5 million.

Australian tennis facilities operate predominantly within volunteer and committee-based management. This often presents challenges when change in business practices are required and due to the part-time management structure, can be slow to implement and react to. Facility managers and management committees require guidance, education and tools to adapt effectively and efficiently to a changing recreational, social and political environment that has increased demands and expectations of government-owned community assets.

Traditional revenue models in operating tennis facilities feature a reliance on membership fees, which alone do not provide the necessary income to recover maintenance, operational and replacement costs. An increasing reliance on external grants and support for facility upgrades is symptomatic of an inability to maintain and upgrade through operational activities. Owners and operators will need to adopt a more professional and planned management approach whilst not losing the community, social and health benefits if we are to address these issues.

Tennis Australia is implementing an operational framework where application by either commercial or volunteer-managed facilities will stimulate utilisation as well as generate revenue towards progressive facility development.

This initiative shares a close link with the tennis infrastructure initiatives, such as the Tennis Australia National Court Rebate Scheme, and is essentially focused on providing the tools, education and expertise to optimise the management and operational performance of clubs and facilities.

Progressive facility management and development – new and existing facilities

Progressive tennis facility management and development considers foremost the needs of the community and its customers in the pursuit of a welcoming community environment.

It is essential that any tennis venue adds value to community development, economic development, destination development, social and cultural development, facility asset maintenance and lifecycle costing, key elements for viable and sustainable club facilities, and programming and facility usage optimisation.

Community development

Not only accountable economically, a new or redeveloped tennis facility will offer more opportunities for local community members to come together, to get to know each other better, to organise or become involved in community events, to allow minority communities to congregate and integrate with other community members.

Economic development

Developing tennis facilities that can cater for tournaments and events enable expenditure to circulate right through the local economy. The most common economic benefits created within community tennis events are as a result of increased tourism spending by visitors on food, accommodation and transport. Added to this is spend created as a result of new infrastructure being developed and indirect spending from the need for more goods and services. Having a signature event will assist in driving improved economic benefit for the whole community.

The story so far.....

A Regional Partner in Queensland underwent a major clay court redevelopment in 2010 and now holds a month long series of clay court tournaments and events that attract people from all over the country.

Destination development

Property developers and local governments are encouraged to use tennis facilities with the capacity to host events and tournaments as a major marketing strategy. This is because tennis allows targeting of all client groups as a result of the sports gender equity and ability to play at all ages. An attractive tennis facility will provide a destination point for overnight stays within local communities not just for events but year round.

Social and cultural development

The fitness, fun, health and social values associated with tennis are often quoted by participants as leading reasons for play. In development terms, tennis is consumed at both a recreational and competitive level and readily presents itself as a tool to galvanise and bond communities. Importantly, this means that social and cultural development through tennis may begin with relatively few people providing an advantage when using the physical activity of tennis to engage minority groups within the wider community.

The story so far.....

A small Regional town in the Northern Territory resurfaced their courts in 2010 and now has over 12% of the population playing tennis on a regular basis. The venue has become more than just a tennis centre and is now seen by the local as a community hub to socialise and meet.

Facility asset maintenance and life cycle costing

Tennis Australia provides major tennis facility life cycle assumption charts that provide a guide for the annual dollar amount required for the maintenance and replacement of major asset items. These include items such as predominant surface types, lights, fencing and nets. This information is particularly important for clubs to more accurately determine how much revenue needs to be generated and contributed towards maintaining and replacing the asset after its useful life. Life cycle assumption charts and other technical tennis information may be found at www.tennis.com.au.

Key elements for viable and sustainable club facilities

Tennis Australia actively promotes the components of successful clubs within an operational framework. This allows for club self analysis as well as promoting the service capacity of tennis venues. We now offer resources and assistance to provide facility health checks as part of ongoing improvements.

Programming and facility usage optimisation

Services provided within an operational framework will allow for the community to become engaged and immersed in tennis. Facility owners are encouraged to place targets for each component for facility operators in a business planning process. This will assist in improving customer focus, the overheads associated with managing tennis activities and, in the long-term, decrease a reliance on external grant provision. Further, targets established for individual tennis venues will decrease a traditional reliance on inaccurate data such as member-to-court

ratio. Seeking to implement nationally branded programs within each component will allow individual tennis facilities to leverage and benefit from the combined marketing of the game.

The story so far.....

Two Regional Partners in WA have appointed professional managers to drive the growth of tennis within their respective regions. Both venues have reported significant growth in usage at their venues and within the region.

Contact details

If you have any questions, please feel free to contact the following Places to Play teams at the following locations and/or numbers.

Tennis Australia –

Tennis Australia
Melbourne Park Batman Ave
Private Bag 6060
Richmond VIC 3121

T: 03 9914 4400 **W:** tennis.com.au

State and Territory Member Associations

Please contact your Member Association to discover the range of affiliate services and advisory support that is provided. Tennis Australia and its Member Associations are perfectly positioned to collaborate with local government organisations to ensure progressive facility development. Tennis Australia is in partnership with its member state and territory associations and shares the same aims and objectives and commitment to succeed.

Tennis ACT

PO Box 44, Dickson ACT 2602

T: 02 6160 7800 **W:** tennis.com.au/act

Tennis NSW

PO Box 6204, Silverwater NSW 2127

T: 02 9024 7600 **W:** tennis.com.au/nsw

Tennis NT

Unit 1, 90 Ross Smith Ave, Fannie Bay NT 0820

T: 08 8981 5609 **W:** tennis.com.au/nt

Tennis Qld

PO Box 2366, Graceville, QLD, 4075

T: 07 3120 7900 **W:** tennis.com.au/qld

Tennis SA

PO Box 43, North Adelaide SA 5006

T: 08 7224 8100 **W:** tennis.com.au/sa

Tennis Tas

PO Box 260, Newstead TAS 7250

T: 03 6108 8200 **W:** tennis.com.au/tas

Tennis Vic

Locked Bag 6001, Richmond VIC 3121

T: 03 8420 8420 **W:** tennis.com.au/vic

Tennis West

PO Box 116 Burswood WA 6100

T: 08 6462 8300 **W:** tennis.com.au/wa

