

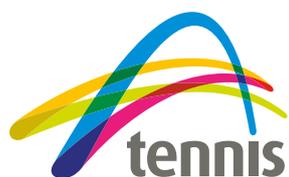
OPERATIONAL HEALTH CHECK GUIDE

Guidelines for completing your data Input Sheet

Evaluating data from 2015/16 survey period (financial year*)

National Operational Benchmarking Survey for Australian
Tennis Facilities

**Financial years may vary between organisations*



University of
South Australia

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1. INTRODUCTION

The Operational Health Check (OHC) is Tennis Australia's national survey of tennis facilities to assess performance in the areas of management, usage and financial sustainability. The survey data is used to produce industry benchmarks and medians* enabling facilities to annually compare results against both individual performance and other venues of a similar size.

The survey can be accessed online and completed by any organisation or business that either directly operates or hires the use of a tennis facility. Survey participants will receive a Completion Certificate and individual Summary Report within 2-4 weeks of submitting their data, in addition to the OHC Bulletin at the conclusion of each survey period. This information can then be used to:

- ✓ Learn how the facility performs against national medians*
- ✓ Compare the facility's results to previous year's performance
- ✓ Track areas of strength, areas to monitor and priorities to address
- ✓ Support strategic and business planning
- ✓ Evidence reporting and performance to stakeholders

Conducted in partnership between University of South Australia (CERM PI®) and Tennis Australia, the program is administered under established CERM PI® protocols which mean no individual facility's raw figures are made available and all raw data provided remains strictly confidential.

To complete the 2015/16 survey, download the 'Input Sheet' from the Tennis Australia Website www.tennis.com.au/clubs/venue-management and submit via email to tennisohc@unisa.edu.au.

This Guide explains how to interpret each question and it is highly recommended to take time to read even if you have completed an OHC previously.

The survey is specifically designed to evaluate operational data, and therefore if you are not an operator of a facility many of the questions will not apply to you. In this instance you should work proactively with your facility operator to provide a complete set of data for your venue. If you think particular questions are not relevant to you please discuss with your Participation Leader, or enter N/A providing supporting text where appropriate.

For any further questions please contact your Member Association Places to Play team or Participation Leader.

**Medians are the 'middle point' of a number set, of which half the numbers are above and half the numbers are below*

2. PREPARING YOUR OHC

Survey Steps

- Step 1** Do you operate a tennis facility? If 'no' then work with the operator to undertake a OHC for the venue
- Step 2** Read the OHC Guidelines, this is recommended even if you have completed an OHC previously
- Step 3** Discuss the OHC with other people in your club (e.g. coach) who may be able to assist gathering information
- Step 4** Prepare a range of useful resources to help you complete the questions (suggestions provided below)
- Step 5** Consult your Participation Leader if you have any questions
- Step 6** Complete your OHC Input Sheet and if a question is not applicable to your venue enter '0'
- Step 7** Submit your OHC by emailing it to tennisohc@unisa.edu.au

Checklist

- Read the OHC Guidelines
- Prepared a range of useful resources
- Consulted stakeholders
- Completed all the survey questions
- Submitted to tennisohc@unisa.edu.au

Suggested Resources

- **Usage** - Court booking sheets, reports, calendars, diaries, software (e.g. MyTennis), timetables / programs
- **Management** - Lease, occupancy or management agreement, annual report, club coach agreement, sinking fund statement
- **Income & Expenditure** - Fees (e.g. court hire, programs, coaching), financial statement / report, audited accounts, invoices (e.g. contractor maintenance, promotions, materials, kiosk, cleaning, utilities), PAYG summaries

Calculations

Calculations provided throughout the Guide are suggestions only.

Income & Expenditure

Questions 4A & 5A of the survey relate to the breakdown of money coming in and out of the facility. To provide accurate data for both the national benchmarks and your own reporting, please note the following inclusions and exclusions:

INCOME	EXPENDITURE
✓ Court hire income (answer to question 4B)	✓ Salaries and wages (answer to question 5B)
✓ Payments received from the tennis coach / coaching programs / coaching agreement (answer to question 4C)	✓ Energy and water costs (answer to questions 5C & 5D)
✓ Secondary service takings (answer to question 4D)	✓ Cleaning and maintenance (answer to questions 5E, 5F & 5G)
✓ Membership fees (answer to question 4E)	✓ Promotion and marketing research (answer to question 5H)
✓ Fees for any hired vending or other machines	✓ Insurance, rates and taxes
✓ Fees for hire of clubrooms by third parties	✓ Other utilities (e.g. telephone)
✓ Sponsorships and fundraising	✓ Travel, vehicle and accommodation
✓ Cash grants for programs	✓ Cost of goods sold if you directly operate a kiosk, cafe, bar etc.
✓ Interest earned	✓ Association fees
✗ Capital grant funds or loans for capital improvements	✓ Rent / lease / management agreement costs
✗ Lump sum payments paid to compensate for a revenue shortfall (i.e. subsidies)	✗ Sinking fund contributions
	✗ Depreciation of buildings or equipment
	✗ Cost of goods sold if you lease a kiosk, café, bar etc.

3. SURVEY QUESTIONS & TIPS FOR COMPLETION

Note: The numbers in this section correlate with the question numbers on the Input Sheet.

1. FACILITY INFORMATION

1A. Where is the facility located?

Select the most appropriate description of the facilities location from the following options:

- **Capital City** (e.g. Brisbane, Adelaide or part thereof)
- **Provincial City** (e.g. Dubbo, Townsville)
- **Rural Town** (e.g. Country town, Kadina, Kiama)

1B. How many tennis courts does the facility operate?

1. Full Sized

Provide the number of full sized tennis courts at the facility.

2. Hot Shots

Provide the number of dedicated Hot Shots courts at the facility. If there are blended lines Hot Shots courts, do not count these separately as these are included in the previous question as part of a full sized standard court.

1C. How many of the courts have lighting?

Provide the number of tennis courts that have lighting.

1D. Which court surfaces does the facility have?

Indicate the number of courts of the following surface types at the facility:

1.	Cushioned hard court	Hard courts made from textured, pigmented resin-bound coating with cushioned layer
2.	Non-cushioned hard court	Hard courts made from textured, pigmented resin-bound coating without cushioned layer
3.	Clay	Unbound mineral aggregate (e.g. Tier 1 clay (Har tru, Italian & Conipur) and other clay (e.g. Ant Bed, Loam & En-Tout-Cas)
4.	Grass	Natural grass grown from seed
5.	Synthetic clay	Sand-dressed and/or rubber-dressed surface with the appearance of clay
6.	Synthetic grass	Artificial surface with the appearance of natural grass and sand infill
7.	Other	All other surfaces (e.g. Asphalt, Carpet, Concrete, Hybrid Clay, Wood)

1E. How many members (playing & non-playing) does the facility have?

Provide the total number of members (playing & non-playing) there were at the facility at the end of the survey period.

1F. How many coaching students does the facility have?

Provide the total number of coaching students participating in lessons (including Hot Shots, private, group, schools and other coach led sessions) at the time of completing data for the survey period.

2. MANAGEMENT

2A. Which management model does the facility operate under?

Select the most appropriate description of the facilities management model from the following options:

- **Professional operator** (the facility is fully managed and operated by a company, coach or manager)
- **Volunteer committee management overlay (Hybrid)** (a not-for-profit club has the lease of the facility, however, the operation and management roles are shared between the club and a contracted coach / manager)
- **Volunteer committee** (a volunteer committee operates and manages the entire facility with no contracted manager, and the club coach has no major role in operations)

2B. What was the annual contribution to the facility's sinking fund?

This is the amount of money set aside annually for the survey period towards future works and asset replacement / renewal (amount for this period only, not the total funds held). This fund might be referred to under a different name, such as an 'Investment Account' or 'Reserves'. These funds must be dedicated specifically to this purpose and not as general contingency towards maintenance or other capital projects.

2C. What was the annual occupancy, lease or management fee?

Provide the value of the annual payment(s) to the asset owner / landlord for occupancy, access or use of the facility.

2D. On average, how many weeks a year was the facility operational?

Provide the average number of weeks during the survey period the facility was open for use by members, coaches and the local community. This may have been impacted by seasonal programming, school and public holidays, maintenance works etc. The answer to this question can be used in your calculations for questions 2E, 2F, 2G, 3D.4 & 3D.6 and may also assist with 3A and 3B.

For example, if the facility was closed for two weeks for a holiday period and one week for maintenance, the facility would have been operational for 49 weeks.

Example Calculation

Holiday closures = 2 weeks

Maintenance = 1 week

52 weeks (calendar year) - 3 weeks (closures) = **49 weeks a year the facility was operational**

2E. On average, how many hours a year in total is it estimated volunteers contributed?

Estimate the total number of hours spent volunteering at the facility across all volunteer roles over the survey period, based on the number of weeks the facility was operational (answer to question 2D). Do not include services that are paid for, for example the coach who receives an income from coaching hours.

Types of activities that should be included in this figure are time spent:

- Attending committee meetings
- Undertaking administration
- Officiating events
- Coordinating teams
- Collating results
- Hosting fundraising events
- Updating social media accounts and website
- Cleaning and maintaining the facility and equipment

For example, if ten committee members attend five meetings a year each, four volunteers spend two hours a week each undertaking administrative and operational tasks, in addition to two volunteers coordinating competitions four hours a week, this would equal 834 volunteer hours.

Example Calculation

Committee meetings (10 Members X 5 one hour meetings = 50 hours)

Administrative & operational tasks (4 volunteers X 2 hours a week X 49 operational weeks = 392 hours)

Coordinating competitions (2 volunteers X 4 hours a week X 49 operational weeks = 392 hours)

50 hours (committee meetings) + 392 hours (administrative & operational tasks) + 392 hours (coordinating competitions) = **834 volunteer hours contributed**

2F. On average, how many hours a week was the facility open?

Provide the average weekly number of hours the facility was open for use by members, coaches and the local community, based on the number of weeks the facility was operational (answer to question 2D). This may have varied over the year depending on the season, school and public holidays, maintenance works etc. For example, if the facility was open thirty hours a week May – October and fifty hours a week November – April (closed for one week maintenance and two weeks for holidays) this would equal 37 hours a week average for the year.

Example Calculation

May – October (30 hours X 26 weeks = 780 hours)

November – April (50 hours X 23 weeks = 1,150 hours)

1,930 hours (total hours open) / 49 (operational weeks) = **39 hours a week average the facility was open**

2G. On average, how many hours a week was the facility directly supervised?

Of the hours a week the facility was open, provide the average number that there was a visible presence from coaches, managers, committee members or other responsible person (e.g. parent of player) actively supervising the facility, based on the number of weeks the facility was operational (answer to question 2D).

For example, based on 49 operational weeks (factoring one week maintenance and two weeks holidays) if the coach is on site approximately 20 hours a week and volunteers support for average of two hours a day outside of these times, this would equal 34 hours a week directly supervised.

Example Calculation

Coach (20 hours X 49 weeks = 980 hours)

Volunteers (2 hours X 7 days X 49 weeks = 686 hours)

1,666 hours (supervised hours) / 49 (operational weeks) = **34 hours a week average the facility was directly supervised**

3. COURT USAGE

3A. On average, how many visits were made from players (excl. coaching) per week?

This figure requires the number of player visits to the facility for all types of play excluding coaching programs. This could include:

- Competitions
- Tournaments
- Casual play / social hit
- Court hire
- Practicing
- Cardio Tennis

For example, if a participant attended a competition once a week, played casually once and had one private coaching lesson, this would be counted as two visits (the coaching visit would be attributed to 3B).

Example Calculation

Competitions = 30 visits a week

Casual play/social hit = 40 visits a week

Court hire = 50 visits a week

Cardio Tennis = 15 visits a week

30 visits (competitions) + 40 visits (casual play / social hit) + 50 visits (court hire) + 15 visits (Cardio Tennis)
= **135 average visits (excl. coaching) per week**

3B. On average, how many visits were made attending coaching programs per week?

To calculate this figure please consider all visits per week that were made to the facility specifically to participate in coaching programs. This could include:

- Hot Shots
- Private lessons
- Development squads
- Coaching groups
- Performance programs

For example, if a participant attended twice a week for private lessons and once a week to attend a coaching group this would be counted as three visits.

Example Calculation

Hot Shots = 60 visits a week

Private lessons = 12 visits a week

Group lessons = 30 visits a week

60 visits (Hot Shots) + 12 visits (private lessons) + 30 visits (group lessons)
= **102 average visits for coaching programs per week**

3C. On average, how many visits were made from non-players (e.g. parents) per week?

To best reflect total usage of the facilities, use this question to capture all other visits made for purposes other than playing or participating in tennis or coaching programs. This could include:

- Parents
- Spectators
- Volunteers / helpers
- Patrons / customers of kiosk, pro shop, café
- Visitors

For example, if most parents / guardians of Hot Shots participants remained at the facility during the lessons, volunteers visited a couple of times each a week to open / close the facility, and the pro shop attracted an average of 40 visits a week, this would equate to 112 visits.

Example Calculation

Parents = 50 visits a week

Volunteers = 22 visits a week

Patrons = 40 visits a week

50 visits (parents) + 22 visits (volunteers) + 40 visits (patrons) = **112 average visits from non-players per week**

3D. On average, how many hours per week were the courts used for the following?

1. Competitions

Also referred to as leagues and fixtures, competitions are team based matches which play across a defined period of time. They may be 'Intra-Club' (internal), hosted at the facility and for your home club or 'Inter-Club' (external), hosted by the facility but including teams from other clubs. Competitions (leagues and fixtures) are for all ages and abilities, with participants grouped based on skill. To calculate the average weekly number of hours the facility were used for competition, make sure all courts are included.

For example, if four courts were used for two hours each week on average, this would equal eight hours.

Example Calculation

4 courts X 2 hours each = **8 hours average per week courts were used for competitions**

2. Non-member casual court hire

Provide the number of hours per week courts were hired / occupied by non-members for casual use.

For example, if two courts were available to non-members and typically hired / occupied for two hours on weekdays and six hours on weekends, this would equal 44 hours for average weekly non-member casual court hire usage.

Example Calculation

Weekdays (2 courts X 2 hours daily use = 4 hours a day Monday to Friday)

Weekends (2 courts X 6 hours daily use = 12 hours a day Saturday & Sunday)

20 hours (4 hours a day X 5 weekdays) + 24 (12 hours a day X 2 weekend days)
= **44 hours average per week courts were used for non-member casual court hire**

3. Member casual court hire hours

Provide the number of hours per week courts were hired / occupied by members for casual use.

For example, if four courts were available to members and typically hired / occupied for three hours on weekdays and six hours on weekends, this would equal seventy two hours average weekly member casual court hire usage.

Example Calculation

Weekdays (4 courts X 3 hours daily use = 12 hours a day Monday to Friday)

Weekends (4 courts X 6 hours daily use = 24 hours a day Saturday & Sunday)

60 hours (12 hours a day X 5 weekdays) + 48 (24 hours a day X 2 weekend days)
= **108 hours average per week courts were used for member casual court hire / occupancy**

4. Tournaments

Tournaments differ from competitions because they are individual events (including doubles) played in a short defined period of time (e.g. 3 days). They may range from one day Hot Shots, schools, round robin, knock out and social formats, to ITF or Pro Tour events that offer prize money and world ranking points. To calculate the average weekly number of hours the facility was used for tournaments will depend on the frequency and size of the tournaments.

For example, if you ran monthly tournaments during summer for juniors (using two courts for three hours a month) and an annual club tournaments for members (using four courts for six hours once a year) this would equal one hour a week average tournament usage.

Example Calculation

Juniors tournaments (2 courts X 3 hours a month = 6 hours a month, multiplied by 6 months = 36 hours annually)

Members tournaments (4 courts X 6 hours a year = 24 hours annually)

36 hours (junior tournaments) + 24 hours (annual club tournament) / 49 weeks (operational weeks) = **1 (1.2) hours average per week courts were used for tournaments**

5. Coaching & Programs

For the purpose of this question, coaching and programs can be defined as any session led by a coach or deliverer, ranging from private lessons to fitness based tennis skills such as Cardio Tennis. When considering all the formats this may take, use the total number of courts used for these purposes and average duration each week to calculate coaching usage.

For example, if the facility offers junior and senior private lessons (using one court for three hours, seven days a week), group lessons for all abilities (using two courts for three hours, five days a week) and Cardio Tennis (using one courts for one hour, three days a week) this would equal 54 hours average coaching and programs usage.

Example Calculation

Private lessons (1 courts X 3 hours a day = 3 hours a day, multiplied by 7 days a week = 21 hours a week)

Group lessons (2 courts X 3 hours a day = 6 hours a day, multiplied by 5 days a week = 30 hours a week)

Cardio Tennis (1 court X 1 hour a day = 1 hour a day, multiplied by 3 days a week = 3 hours a week)

21 hours (private lessons) + 30 hours (group lessons) + 3 hours (Cardio Tennis)
= **54 hours average per week courts were used for coaching and programs**

6. Functions

Usage for functions refers to anything courts were occupied for other than the purposes described in the previous five questions (3D.1-5).

For example, if the facility held a community open day (using eight courts for five hours), hosted regular fundraising events (using four courts for two hours, four times a year) and ran monthly birthday parties (using one court for one hour per month), this equates to an average weekly function court usage of two hours per week.

Example Calculation

Community open day (8 courts X 5 hours a day = 40 hours a day, multiplied by 1 event annually = 40 hours annually)

Fundraising (4 courts X 2 hours a day = 8 hours a day, multiplied by 4 events annually = 32 hours annually)

Birthday parties (1 court X 1 hour a day = 1 hour a day, multiplied by 12 events annually = 12 hours annually)

40 hours (community open day) + 32 hours (fundraising events) + 12 hours (birthday parties) / 49 weeks (operational weeks) = **2 (1.7) hours average per week courts were used for functions**

4. INCOME / RECEIPTS

Note: Please exclude GST from all figures all data should be figures from the survey period

4A. What was the total annual income for the facility?

Income refers to money coming in to the facility, generated from means including sales, services, grants, interest and rent received. This figure is the total amount received from nearly all sources before the deduction of any expenses whatsoever. Total annual income for the survey period will be available in the facility's / club's annual financial report. For information about inclusions and exclusions refer to Page 2 'Preparing your OHC'.

4B. What was the total annual court hire income?

Provide the total sum of all court hire income for the survey period from all users.

4C. What was the total annual payments received from the coach / coaching programs?

Provide the total sum received from the coach, coaching programs and / or coaching agreement for the survey period. If coaching services were contracted out this may be in the form of a flat fee paid by the coach for the year. However, if the coaching programs were conducted internally then this would be the sum of all income made from coaching (before spend on salaries, equipment or amenities etc.).

4D. What was the total annual secondary services takings?

Secondary services takings is income generated from non-primary business offerings (predominantly court hire, coaching and memberships). These are the additional services provided to visitors to the facility, such as restringing, pro shop and kiosk / cafe sales (secondary spend).

The total secondary services takings is therefore the sum of income received from secondary services for the survey period by all persons visiting the facility. Similarly to the coaching services, how this is calculated will depend on whether services were contracted out. For example, where a kiosk is rented to a third party, the total will be the lease / hire fee and share of proceeds, whereas if you directly operated a kiosk it would be the total amount taken (before the cost of the goods sold are deducted from the total).

4E. What was the total annual membership fee takings?

Provide the total sum of all membership income for the survey period from all members.

5. EXPENDITURE / COSTS

Note: Please exclude GST from all figures all data should be figures from the survey period

5A. What was the total annual expenditure for the facility?

Expenditure refers to the amount of money spent and can include costs incurred occupying facilities (e.g. rent, hire fees), maintenance, paying for goods and services, and promoting activities. Expenses may be fixed (also referred to as 'overheads' e.g. rent), flexible (variable and can be influenced e.g. water) or discretionary (not essential for operation of the facility e.g. marketing).

Once calculated, this figure can be used to determine the operating surplus or deficit for the year (calculated by subtracting answer 5A from 4A). Within the Summary Report received on completion of the OHC, this is shown by 'Expense Recovery; i.e. if 100% of expenses were recovered the organisation breaks even, if 110% were recovered the organisation achieved a 10% operating surplus.

Total annual expenditure for the survey period will be available in the facilities / clubs annual financial report. For information about inclusions and exclusions refer to Page 2 'Preparing your OHC'.

5B. What was the total annual expenditure on salaries & wages?

Provide the total expenditure on salaries and wages including training and development, on-costs and fringe benefits for the survey period. This includes direct employees only (full time, part time and casual) and not contracted services (e.g. costs for contracted cleaners and gardeners would be included in question 5E).

5C. What was the total annual expenditure on energy?

Provide the total expenditure on energy (i.e. electricity / gas / solar) during the survey period, incurred by and paid for directly by the facility. Make sure that all energy bills coincide with the year under review and do not include any water utility costs as they are addressed in the next question (5D).

5D. What was the total annual expenditure on water?

Provide the total expenditure on water used by the facility during the survey period, omitting expenses related to water maintenance (this is covered in questions 5F & 5G). Examples include:

- Mains water used by the facility and relevant amenities (e.g. toilets / showers / pools)
- Water to irrigate grass and garden beds
- Purchase of large quantities of water (i.e. trucked in water)
- Fixed charges such as stormwater, service and wastewater (sewerage)

5E. What was the total annual expenditure on cleaning & presentation of the facility?

Provide the total expenditure on routine cleaning of the entire facility (e.g. clubrooms, grounds, courts) and general presentation (e.g. gardening, landscaping) during the survey period. This includes all labor, on-costs, materials, and equipment.

5F. What was the total annual expenditure on facility maintenance?

Provide the total expenditure on facility maintenance during the survey period. This refers to all maintenance and repairs (minor and major) for items such as court lighting, fencing, spectator areas, club rooms, paths and gardens; and including labor, on-costs, materials and equipment. Examples of works could include air conditioning servicing, replacement of light globes, painting of walls etc.

Exclude any maintenance relating to court surfaces as this is included in the next question (5G) and do not include any capital refurbishment, replacements or improvements, or provision for these items (i.e. contingency or sinking fund allocations).

5G. What was the total annual expenditure on court maintenance?

Provide the total expenditure on court surface maintenance during the survey period. This refers to all maintenance and repairs (minor and major) directly relating to all court surfaces and includes labor, on-costs, materials and equipment. Examples could include rejuvenation, irrigation, materials top-up, painting / remarking lines etc.

Do not include any capital refurbishment, replacements or improvements, or provision for these items (i.e. contingency or sinking fund allocations).

5H. What was the total annual expenditure on promotion and market research?

Provide the total expenditure on promotion and market research during the survey period. The table below suggests examples of items to be included. Remember to include expenses that may have been allocated to other accounting codes within your financial report. For example promotional flyers may have been recorded under 'Printing & Stationary' or 'Sundry / Miscellaneous items'.

Advertising	✓ ✓ ✓	Flyers Displays Signs
Incentives	✓ ✓ ✓	Giveaways Free tickets Memberships
Budget allocations / less income	✓ ✓	Discounts Special offers
Rate of employees / contractors time	✓ ✓	Marketing activities / tasks Promoting at events
Market research costs	✓ ✓	Discounts Special offers

4. SUMMARY REPORTS

Once all the OHC questions have been completed please submit the Input Sheet via email to tennisohc@unisa.edu.au and in 2-4 weeks you will receive a Completion Certificate and individual Summary Report.

Tennis Australia encourage including the OHC as a key component of the annual business planning process and to use the data to identify measurable goals for the year ahead. Making the OHC part of the annual review and planning process assists with long term development and sustainability by enabling the facility to track performance and support evidence based decision making around operations, usage, management and financial viability.

The Summary Report shows results for the survey period and provides a comparison against the previous year's national group medians. The Summary Report also uses traffic lights (shown below) to indicate performance against previous results (where available) representing improvements, constants or declines in performance, and can be used as a guide to identify strengths and weaknesses. Although national data provides useful insight, the primary measure of performance should be tracking individual results year on year.

 Improvement  Constant  Decline  N/A

For the majority of indicators an increase will be highlighted by a green light, for example if 'Expense Recovery' increased from 100% to 110% against the previous year, this would flag as an improvement. There are however some exclusions relating to expenditure that for the majority of tennis facilities, a decrease would be viewed as an improvement, these are:

- **Energy (%)** Reduced costs show lower energy usage to service the same assets, for example by regular monitoring and servicing, use of energy saving products, promoting efficient practices and sustainable building improvements.
- **Water (%)** Reduced costs show decreased water consumption to service the same assets, for example by regeneration, monitoring use, water saving devices and promoting efficient use

Some traffic lights are omitted from the Summary Report as they need to be evaluated against site specific needs, objectives and responsibilities in accordance with the occupancy or management agreement, these are:

- **Staff costs (%)** The facility may have increased spend on salaries and wages reflecting growth in usage, or decreased due to efficiencies in management, rostering and service delivery (e.g. electronic gate access).
- **Cleaning & maintenance (%)** Increased expenditure on cleaning and maintenance may be part of an initiative to improve presentation, or lower spend could indicate a reduced costs to maintain the assets.
- **Lease / management fee (\$)** Increased management fee may be positive depending on the level responsibilities and access within the agreement, such as a result of negotiating increased usage rights. Reduced fees however could have been successfully negotiated enabling ongoing sustainability for the facility, through allowing increased revenue to be allocated to the facility's sinking fund.
- **Volunteer hours (N°)** Reduced volunteer hours could be a result of a move towards professional management, or an increase may be the result of effective succession planning, a growing club or outcome of more people offering their skills and assistance.

It is advised to observe the health indicators as a high level interpretation of how a facility has performed, viewed in the context of its unique environment and the organisation's objectives. For example, a decline in performance against the previous year may still be ahead of the industry median to sustain long term viable operations, or may be an outcome of specific project (e.g. increased expenditure on energy due to the installation of court lighting).

For any further enquiries please contact your Member Association or Participation Leader.

To submit your OHC please send your completed Input Sheet by email to tennisohc@unisa.edu.au.