ARTARMON DISTRICT TENNIS CLUB

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
ADTC operates on 3 tennis courts at Cleland Park and holds a 10 year licence agreement (until June 2023) with Willoughby Council for the use of the courts. ADTC is permitted to use the courts between 12.30pm and 10:00pm. The licence requires the club to book tennis courts at the premises on any day for use by licensee members as additional court use for a maximum of 10 hours per week, subject to availability, at a concessional fee of $5.00 per hour per court plus $3.00 per hour for flood light use. In 2013 Willoughby Council granted a 5 year lease to Artarmon Community Tennis, a commercial operator for provision of tennis services, facility management and maintenance. Generally, the arrangements have worked satisfactorily. The provisions of the licence agreement were not effectively imbedded in the commercial operator the lease with Artarmon Community Tennis..	Clarification of responsibilities for maintenance and repairs between Council and the Commercial Operator. ADTC was not provided with a copy of the Commercial Operator Lease Agreement and therefore cannot understand or clarify responsibilities of the parties. Indeed in some cases the Commercial Operator uses this lack of clarity to deflect obligations and/or associated costs. Key priorities are: maintenance schedule that includes clear responsibilities and obligations, regular inspections and meetings, the surface of courts numbered 1, 2 and 3 need to be maintained in accordance with manufacturer's instructions to ensure durability and life expectancy.	The original courts were replaced by synthetic surface and drainage was remodelled in 1988 together with the installation of lighting for the courts with all costs being paid by ADTC. In early 2000 the Club rebuilt of the brick retaining wall at the entrance to the carpark at the rear of the tennis court complex at cost of $30,000. In 2012 the Club upgraded tables and seating at the rear of court 1 and the installation of ground cover and a secure fence to provide a safe area for young children in the court complex at cost of $10,000. The club refurbished the surface the 3 tennis courts and drainage in 2013 at cost of $60,000. Other costs prior to ADTC changing from and lease agreement to a licence agreement - Fence repair - $3000, Water leak repair - $1100, Lighting repairs and bulb replacements - $3000.	Tennis courts numbered 1, 2 and 3 identified on the plan have lighting. We are not aware of the current lighting (lux) levels but have been told the lights should be upgraded. There have been discussions regarding the possibly would be of changing the courts 1, 2 and 3 lights to LED and installation of lights on courts 4, 5 and 6 dating back to August 2016. Further information may be provided on request.	Only unpaid costs for which we have no obligation under the ADTC licence agreement (provided on a voluntary basis by its committee and members) such as working parties to clean up the facility when it is not up to standard or has been left in poor condition by others.	The club has delivered high quality management and tennis over 100 years and has a high level of skills, enthusiasm, dedication and passion. There is a wide representation of the community in ADTC members (about 35 off) and includes culturally and linguistically diverse community, business, youth, and other community representatives. For participation data (membership and program numbers) outside the terms of the ADTC licence agreement please contact to the Commercial Operator.

ARTARMON DISTRICT TENNIS CLUB

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
ADTC provides social tennis and occasionally participates in NSTA competition(s). We also participate in Daylight Savings Tennis with the Cleland Tennis Club on Wednesdays between 5 and 7pm. For data outside the terms of the ADTC licence agreement please contact the Commercial Operator.	Participation has experienced a slight decrease over the past 3 years and we are currently implementing a strategy to increase membership. For other data outside the terms of the ADTC licence agreement please contact the Commercial Operator.	Not applicable to ADTC. For data outside the terms of the ADTC licence agreement please contact the Commercial Operator.	Not applicable to ADTC but we believe the facility is not suitable for shared venue use arrangement. Please contact the Commercial Operator and Council for further information.	The Club continues to raise community awareness about tennis and to promote health, wellbeing and the development of community initiatives. The Club provides tennis activities as well as many cultural and community benefits to on a voluntary basis through a partnership and support between local government and the community and has a diverse membership from many cultural backgrounds and across all age brackets.

BONDS CORNER

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
No arrangement in place re lease/licence	No concerns	N/A	N/A	N/A	N/A

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Bookings through the golf clubhouse before 3pm daily	Decrease since the courts became multi use after 3pm	N/A	N/A	N/A

CASTLECRAG SPORTS CLUB

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
10 yr lease Yes Yes. We are happy with the current arrangement. 10 yr lease is about the life cycle of investment. 10 yr option for extension would be the only logical change	Key challenge is to save (via membership fees, court hire charges and fund raising) such that we cover large one-off capital costs such as resurfacing courts. But our club is well managed with the right exec skills, and we are on target to achieve the next major hurdle. Another issue is meeting member, jnr coaching and public demand, as we are largely full, although currently coping ok. Further court hours could be achieved via extending hours to start at 7am on wkds, instead of the current 8am, and we are considering this. We have strong member and public demand for lighting, which could extend hours of operation meaningfully.	Yes, we resurfaced the courts at a cost of ~$80k approx. 8 yrs ago. Fences were redone just over 10 yrs ago. The next resurface is estimated to cost in excess of $100k. The Club has ~$130k in the bank as at 30 Jun. We estimate the courts will need a resurface in the not too distant future.	N/A	Courts are professionally maintained. Sand is added IN order to increase its life span. Courts are professionally cleaned weekly to remove debris and any mould is removed as needed. The grounds are actually the responsibility of the council under the terms of our lease. We appreciate the help of the Council who mows the lawns and has recently upgraded the neighbouring kids playground. We lease the clubhouse. It is professionally cleaned fortnightly. Our Operating Mgr, Mark Dent, fully maintains the clubhouse with the help of professionals and in consultation with the council. The club has recently approved $5k of capital improvements on smaller items, such as new seating, tables, fridge etc. This was fully funded through prior fund raising initiatives and a Full member sub incr. • We have not incr jrn fees, public court hire in some time, as we want to provide compelling value to these user groups, and we believe we are vs other competing facilities.	Full membership has incr 13% over the 3 yrs to 30 Jun 18. Jnr membership incr 17%. Coaching, which is mostly utilised by jnrs, has soared. 3 yrs ago less than 50% of available coaching hrs were occupied. We are now running at >90%, which in practical terms makes it pretty full. We are considering incr hrs allocated to coaching. Three yrs ago we engaged a new coach, Michael Tebbutt, which has been well received.

CASTLECRAG SPORTS CLUB

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Full members social play on Sat 1pm-dusk Full members high grade players competitive play Sun 8-11am Full members, but mostly ladies in practise, social play on Wed arvo 1pm-dusk Coaching occurs Sat 8-1pm, Thu 3.30pm-dusk, Fri 3.30-dusk Under the terms of our lease the club has a current lease objective of providing more than 40% of available court hours to the public. We meet this objective and currently provides 45%. See attached.	As mentioned membership is up. But member engagement is also up, with increased participation in all programs, particularly the coaching as mentioned.	New coach as mentioned. We think the venue is particularly nice: courts are still in good order, although nearing the end of their useful life and will be resurfaced when necessary. The clubhouse is older style, but well maintained and amenities are benefiting from our recent $5k capex facelift. The grounds look great following the Council's kid's playground upgrade which is greatly appreciated, and the work our Bushcare volunteers do in the garden. The club has a very happy membership base.	Our court surface is specific to tennis, and would not be suitable for other sports.	The main opportunity for increased use of the facility would be to increased tennis use, and not other sports because of the court surface type we have. There could possible room off behind the clubhouse for a quarter basketball hoop and hardcourt. Increase use of our facility could be achieved by: 1) Increase hrs of operation. We currently start at 7am on weekdays, and 8am on weekends. Its obviously light before then, and we could possibly start at say 6.30 am on week days and weekends, but we think we'd need the support of the council to achieve this and require a community consultation. 2) Tennis practise wall. This would not cost much. And could simply replace a small section of the existing fence, and be accessed from within the existing facility. 3) Lighting. This would again need the help of the council and require community consultation. Use of lights could be limited to say 9pm in order to appease neighbours.

CHATSWOOD TENNIS CLUB – 52 FULLERS ROAD

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
10yr lease from Council. A Tennis Operator has an agreement with the Club to run all the tennis activities at the Club for Members and external hirers. Both arrangements suit the Club's circumstances although 10yr leases appear to be getting less available which reduces a realistic planning/business cycle for the Club	Satisfactory resolution of a recurring subsidence issue at the site. Recurrence is approx. every 5yrs which disrupts facility use by members/hirers and usually results in partial or total venue shutdown for at least 8wks currently and longer on prior occasions	• 2008 – all 6 courts resurfaced $108k • 2011 – replacement HWS $1.2k • 2014 – landscaping and repairs to underground plumbing $2k • 2015 – roof and fascia replacement $13.5k • 2016 – replace ceilings/some battens; upgrade lights/fans; repaint interiors $15.8k • 2017 – upgrade glazing to safety glass Std $3.8k	Our site at 52 Fullers Rd is without lights	• 2012+ - approx. $5k pa on carpark maintenance at 120a. • Annually approx. $2k pa on tree pruning, fence repairs $.8pa as the current fences age.	Club membership has seen a sustainable increase for the last 5 years viz Jul 2018 285, Dec 2017 264, Dec 2016 208, Dec 2015 248, Dec 2014 214 and Dec 2013 209. The temporary reduction in 2016 related to technical difficulties with court lights.

CHATSWOOD TENNIS CLUB – 52 FULLERS ROAD

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
The Club's facilities are used by schools, tennis 'holiday' camps, coaching classes for adults/juniors, internal competitions (including annual championships), northern suburbs competitions, metropolitan competitions, social tennis (3 times pw) and an increasingly popular table tennis program. Apart from the annual Club Championships, all of these programs are open to Members or the public. Further details are available subject to a clearer question(s).	Overall participation, as reflected in Membership movements, has increased particularly organised Social Tennis which has expanded recently to 3 occasions pw together with a trial 'diversification' to table tennis which has a high level of engagement. In this latter regard (table tennis) is now fully sustainable and has attracted a new category of members.	Favourable performance influencers have been: • An experienced Tennis operator who is separately resourced. • Ongoing focus upon priorities of playing surfaces, responsiveness to Members/hirers preferences, varied offers of competition play, and engagement with major stakeholders. • Responsible financial management which avoids 'boundary stretch'. • Committed contributions from (voluntary) Board members	We are prepared to consider a potential 'share' of our site at 52Fullers Rd. We are unaware of other groups with whom to share	As indicated above, leases of Council facilities for under a 10yr lease period are not consistent with adequate durations to operate a well run facility.

CHATSWOOD TENNIS CLUB – 120 FULLERS ROAD

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Owned by the Club. The same Tennis Operator has an agreement with the Club to run all the tennis activities at the Club for Members and external hirers. Both arrangements suit the Club's circumstances although 10yr leases appear to be getting less available which reduces a realistic planning/business cycle for the Club	Satisfactory replacement of the asbestos clubhouse roof. The project requires approx. $100,000 and the Club's attempts to obtain financial assistance through grants have been slow	• 2008 – new shade pergola $5.6k • 2009 – resurface 1 court $19.1k • 2010 – resurface 1 court $17.3 • 2011 – refurb ladies bathroom $20k; resurface 1 court $17.8k • 2012 – refurb unisex bathroom $16.1k • 2013 – refurb (large) kitchen $27.2k, replace HWS $2.9k. • 2014 - refurb men's bathroom $28.2k, reclad western wall $7.9k • 2017 – resurface 2 courts $45.9k, replace carpet $12.3k, replace court lights and ballasts for all 6 courts $8.5k, upgrade glazing to safety glass Std $3.1k.	The courts at 120A Fullers Rd were replaced in 2017. We do not have lux measurements of the replacement lights	• 2012+ - approx. $5k pa on carpark maintenance at 120a. • Annually approx. $2k pa on tree pruning, fence repairs $.8pa as the current fences age.	Club membership has seen a sustainable increase for the last 5 yrs viz Jul 2018 285, Dec 2017 264, Dec 2016 208, Dec 2015 248, Dec 2014 214 and Dec 2013 209. The temporary reduction in 2016 related to technical difficulties with court lights.

CHATSWOOD TENNIS CLUB – 120 FULLERS ROAD

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
The Club's facilities are used by schools, tennis 'holiday' camps, coaching classes for adults/juniors, internal competitions (including annual championships), northern suburbs competitions, metropolitan competitions, social tennis (3 times pw) and an increasingly popular table tennis program. Apart from the annual Club Championships, all of these programs are open to Members or the public. Further details are available subject to a clearer question(s).	Overall participation, as reflected in Membership movements, has increased particularly organised Social Tennis which has expanded recently to 3 occasions pw together with a trial 'diversification' to table tennis which has a high level of engagement. In this latter regard (table tennis) is now fully sustainable and has attracted a new category of members.	Favourable performance influencers have been: • An experienced Tennis operator who is separately resourced. • Ongoing focus upon priorities of playing surfaces, responsiveness to Members/hirers preferences, varied offers of competition play, and engagement with major stakeholders. • Responsible financial management which avoids 'boundary stretch'. • Committed contributions from (voluntary) Board members	Chatswood TC is reluctant to enter shared venue arrangements particularly in respect of its main site at 120A Fullers Rd	As indicated above, leases of Council facilities for under a 10yr lease period are not consistent with adequate durations to operate a well run facility.

CLELAND TENNIS CLUB

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Licensing Agreement. Appears to work. Current arrangements are suitable.	We have no access to the electrical circuit breakers in their current position. Could they be shifted to inside the Club House?	No - under our Licensing Agreement the Council is responsible for all site infrastructure.	N/A	N/A	Increase in membership.

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Internal Club Championships. Social Tennis.	Increase.	Increase in membership.	No.	No.

FOREST VIEW TENNIS CLUB

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Licence agreement with Council. Previously operated under a lease. Either arrangement works.	No ongoing concerns. Sometimes the timing of the lighting is an issue. New electronic booking system being implemented. This will improve security and stop the courts being used by unauthorised players.	Court re-surfacing. Painting general improvements. Landscaping.	No, but new lights have been installed by Council. Refer to Council for lux levels.	The club has a court hire licence only and is no longer responsible for maintenance. The club will wind up as at 31st December 2108.	A decline in membership. Currently about 37 members, below the critical level to run as a viable club.

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Social tennis only these days. Previously coaching and competitions.	Decreased. As the dub will wind up at the end of the year this information should be sought from Council or Willoughby Leisure.	N/A	Willis Park is already a shared venue. Two tennis courts have been turned over to soccer (futsal), This seems. to work ok.	Car park improvements. Clubhouse upgrade tor users of the lower tennis and futsal courts.

KOOROORA TENNIS CLUB

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Centre is leased from Council for 10 year periods. Rent is part fixed and part a % of Licensee's fees. Lease includes a commitment to resurface courts at end of lease to maintain the value of the centre and provide optimum playing conditions. Current arrangement generally works well. It enables the club to retain ownership of the centre and control over its operations, to ensure it is run efficiently and kept in good condition, which benefits all stakeholders including Council. The club therefore has a vested interest in operating and maintaining the centre to a high standard. However, a longer lease period (<10 years) would suit Kooroora even better, as it would provide greater certainty which would help with the planning of major capital works.	Our key concerns are: (1) The need to retain autonomy to make decisions (2) The need to continually spend money in order to maintain the centre in good condition	The Club is constantly monitoring the site infrastructure, maintaining it in good repair and upgrading from time to time. In the past 3 years the Club has spent $20k-$30k per annum on maintenance. It has also spent significant sums on major upgrades as follows Courts: resurface courts and replace net posts (2013 – $115k), lights replaced (2014 – $25k) Clubhouse: major renovations to kitchen, reception area and pro shop (2011 – $20k; currently being upgraded again – 2018 $8k), new carpet, internal and external painting Grounds: replace shelter canopy over recreation/viewing area (2012 –$20k), resurface car park (2012 – $4k), fence and other general repairs	Typical illumination level is 130 lux v 200 lux 3 years ago. Following up with manufacturer re this deterioration – upgrade may be necessary	Estimated expenditure of $20-30k per year on maintenance. This includes weekly grooming of courts, a full court groom annually, plus fortnightly garden maintenance.	Membership numbers are reported to Council each year as required by Lease. Membership declined by 6-7% during 2017/8, but we are taking action to reverse this, see answer to Q8. Even so, participation in competitions and weekend social tennis has remained strong. The club uses the courts at weekends, and they are generally run at or near full capacity. For example, it is often necessary to hire outside courts in order to accommodate all our competition teams. The Licensee uses the courts Monday-Friday. A new Licensee commenced on 1 January 2018, so it is not possible to make comparison with the previous Licensee and identify trends. However, the new Licensee has so far been very proactive in building clientele and has firm plans to expand its business.

KOOROORA TENNIS CLUB

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Kooroora competes in each of the following: (1) Tennis NSW Badge competition, which runs for approximately 5 months per year (2) Northern Suburbs Tennis Association (NSTA) competitions, 4 per year, running for a total of around 9 months per year (3) Junior players compete in 4 NSTA Sunday morning competitions per year, run concurrently with school terms – again about 9 months per year When these competitions are running, the courts are fully occupied on Saturday afternoons and Sunday mornings, with social tennis available to members every Sunday afternoon. Weekday competitions for women are also run 4 days per week. On weekdays, the Licensee is in charge of court hire, but also provides coaching to both the general public and club members, plus after-school lessons.	Numbers playing competition fluctuate from year to year but have remained buoyant. The club has set a goal to increase its membership by 10% during 2018/9	New Licensee has a high-profile tennis coach onsite and is very committed to driving increased participation by junior players in competitions. Kooroora also believes that regular maintenance to keep the venue at a high standard is a significant factor.	NO, for the following reasons: (1) Surfaces marked out for multiple sports are unsuitable for competition tennis, and would be severely damaged by impact of non-tennis sports. (2) As noted above, current use of courts for tennis is at or near full capacity. (3) Being located on an inland block surrounded closely by houses on all 4 sides, off-street parking is restricted, and we would expect any projected increase in onsite visitors and noise levels to substantially inconvenience our neighbours, with whom we have enjoyed a good relationship for many years.	We believe our current operating arrangement is proven to be successful for both the club ad Council over many years. Because Kooroora controls operation of the centre, it has a vested interest in it being run and maintained as well as possible. This increases its value as a Council and community asset. It is run by a community of volunteers, therefore saving Council a lot of money at the same time. Kooroora hopes that this review will focus on supporting and encouraging tennis within Willoughby Council. As that goal is in synergy with the Tennis NSW goal of ongoing promotion of tennis, we recommend increased liaison between the two organisations. Finally, we regard the NSTA and its headquarters at Talus St Naremburn as crucial to the successful operation of tennis within Willoughby Council.

MOWBRAY PUBLIC SCHOOL

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
I have a licence agreement leasing out the tennis courts to a private company for administration.	Nil. Lights would benefit from a LED globes for quicker turn on/shut off times and a timer so we could be more environmentally friendly.	Recent court resurfacing $20, 000 and globe replacement.	Lighting – I am unaware of levels.	Our private company makes small upgrades and maintains the grounds.	An increase in coaching and competitions, similar numbers of court hirers.

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Local competitions, social tennis and coaching.	Increase due to social programs, student access and marketing.	New club administrators, marketing.	I have the capacity to share the venue during school hours M-F as long as it fits in with our lease agreement.	

NORTHBRIDGE PUBLIC SCHOOL

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
The hirer and use of our 2 tennis courts is currently managed by our parents and citizens association.	Our key concerns regarding the public use of our tennis courts is that the tennis courts are accessed through the school premises and users need access to the school site to use them. The venue does also not have its own toilet facilities and hirers use the school toilets. Access to the courts so it is separate from the broader school is required if greater use by the community is suggested.	To my knowledge the courts have not been upgraded in the last 5 years, before that I am unable to ascertain.	N/A	At the moment the court and it's surrounds are compliant for school use and the only plans we have are to make a separate pedestrian entrance to the courts so that users on the weekend don't have to unlock school gates. This would not make the courts completely discreet from the rest of the school.	We have had one company Love'n Deuce teaching lessons/classes out of the venue for many years and our community users are also longstanding.

NORTHBRIDGE PUBLIC SCHOOL

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
There are no programming opportunities provided at the venue.	Participation has been stable		Yes we would be open to sharing however this would have to be negotiated with the Department of Education as the venue is part of our school site and used as playground between the hours of 8.40am and 3.30pm Monday to Friday.	

NORTHBRIDGE TENNIS CLUB

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
The club owns the land, buildings and facilities which provides good control over our destiny and works well. Despite being a privately owned club we are very conscious of our community involvement and we operate the facility for the benefit of everyone in the area. Club days are Saturday and Wednesday afternoons and the bulk of the remaining court time is available for coaching and public court hire. We think the current arrangements work very well for the venue but may be open to options raised below.	How to maintain the quality of the facilities and infrastructure while keeping costs to players (members, hirers and players being coached) at reasonable levels. We minimise costs through ensuring the courts are extensively used throughout the year, significant voluntary contributions of time by members, working bees of members and frugality. Lack of parking and lighting are constraints on maximising the potential of the venue.	We have made the following significant investments ($208,995 – approximately $21,000 pa): 2008 – Court 1, excavation, drainage, retaining walls, new fencing, net posts and surface, Clubhouse deck - $78,499 2010 – Extensions to Deck, retaining walls and safety fencing - $15,125 2012 – New coaching shed and extra safety fencing - $2,883 2014 – Court 2, new fence, net posts and surface. Reline sewage pipes, replace toilets, - $57,049 2015 – Renovations and painting lower clubhouse - $15,388 2016 – Drainage on boundary fence - $909 2017 – Court 3, new fence, excavate corner, new safety fences and drainage - $39,142	N/A	Have a part-time curator who looks after ground and facility maintenance. ($16,500 p.a. moving to $19,800 p.a. later this year) Regular working bees to manage growth of plants. ($0) Regular grooming and sanding of the courts. ($1,000) External maintenance ($4,000) Regular resurfacing etc as required (some included in question 3 above)	Stable membership (85-90) but increasing average age. Fees around $20,000 pa Stable permanent and casual hiring players (70-90 regular). Fees around $20,000 pa Coaching of mostly children (stable at 120?) but also some adults (20). Fees to club $10,000 pa (fees to the contracted coach are separate).

NORTHBRIDGE TENNIS CLUB

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
We sometimes participate in NSTA competitions. Some regular groups hire the courts for competitions (e.g., Primrose Park) We have a head coach and two assistant coaches that use the courts – mostly early morning and after school on weekdays. Occasional Open Days are run to introduce members of the community to the facility and coaching opportunities. Members days are Saturday and Wednesday afternoons. Social evenings are held each month in daylight savings months. Some interclub challenges are run annually.	Little decline – we use the courts at 70-80% capacity (low usage time is midday in the summer) There are some areas where we see the potential for greater court utilisation including: • Improved roadside parking (constant limitation and irritation for participants and surrounding residents) • Possible lighting on one or two courts. Maximum advantage would be in winter months as hours would need to be limited to minimise impact on surrounding residents so there would be limited use in summer months. • Possible lightweight roof over one court to increase availability during inclement weather and to minimise the issue of filtered light/shadows from nearby trees. This would increase the attractiveness of the court for hirers and possibly reduce noise levels for some surrounding residents. It is not likely that the club would initiate the above improvements on it's own, due to the significant costs involved, but we may consider some sponsored development.	N/A	It is difficult to see any possibility of shared use. The most mutually beneficial arrangements we can conceive would be some increased availability of court hire and coaching through one or more of the potential initiatives mentioned in item 8 above.	Maintaining the facility at a high quality for members, coaches and players from the public on annual revenue of $50,000 pa is difficult, especially with annual maintenance of $20,000 and average capital expenditure on facilities of $20,000 pa over the last 10 years. We were assisted by a Willoughby City Council small grant ($2,255) towards the costs of the new coach's shed and safety fencing in 2014 and a NSW Government facilities development grant ($19,000) that made a significant contribution towards the costs of resurfacing and fencing court 2, also in 2014. The balance of the infrastructure investments and maintenance have been funded from annual revenue and funds the club has accumulated in prior years.

NSTA

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Current Lease is pending with Council. In the past this has been a 10 year Lease. NSTA utilises the services of Love'n Deuce to manage the centre. NSTA built the centre at Talus St with no funding support from Council or NSW Government. Our preference would be for a longer lease given the ongoing investment that NSTA provides for the maintenance and development of the Talus St reserve.	• Court resurfacing within the next five years. • Upgrade to lighting • Review drainage to the lower 4 courts. • Recent carparking restrictions • Refurbishment of all change room and rest room facilities	• Clubhouse refurbishment and new café • Courts resurfaced • Exterior decking, new stairs between upper and lower courts Total investment in the last 10 years exceeds $200,000	Uncertain of lux levels.	• Courts and surrounds cleaned daily • Clubhouse cleaned twice daily • General repairs to Clubhouse, Courts and fencing. • Responsible for maintenance and upkeep of entire centre • Green space and gardens maintained	Weekday programs have held steady over the past 3 years. There has been a slight decrease in junior numbers but this has been more than offset by an increase in adult participation in social play and clinics. The following tables show weekday patronage in typical periods. Refer to original survey response for actual numbers. Typical School Term Week: 1,054. Typical School Holiday Week: 895 & Competition Use refer to original. Weekend usage of courts for competitions and tournaments continues to be strong, although overall local competition numbers have seen a decrease, this has not impacted on court usage as a larger Sydney based competition also exists. Senior and Junior tournaments are very successful as are Primary School Challenges, held each term.

NSTA

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
• Breakfast Competitions each weekday from 7am to 8.30am. Fully utilised and other tennis centres also used • Adult Breakfast Clinics during school holidays 3 mornings per week. Very popular • Ladies Morning competitions on three mornings per weeks. Always fully booked and 4 other centres used to cater for the demand • Ladies Clinics 3 mornings per week – 2 sessions each day and other centres used to cater for the demand. • Children's programs which include 1. Motor skill programs from 2 to 6 years old 2. Hot Shot Programs from 5 to 12 years old 3. Normal yellow ball programs for beginners to advanced• Private lessons for all ages • School Holiday Camps • Programs for Schools • Court Hire to the general public • Corporate Days • Tournaments for juniors to veterans • Competitions • Group Lessons	Overall, participation has been steady. Some areas may fall slightly whilst others increase	The increase in adult participation has resulted from new programs aimed at providing activity at times to suit the participants lifestyle and an increase in verbal communication with clients	We do not believe there is capacity on the eight courts to share their usage. We would suggest a possible move of the Clubhouse to sit above the lower section of car park (to sit in line with the upper court level). This would provide opportunity to redevelop the existing Clubhouse site for more tennis courts or courts for other sports. NSTA may be prepared to support funding of this Project with a tender process for the development of the new courts by another interested sporting body which may also provide funding (and therefore no to little cost to Council). Clubhouse could be utilised for indoor activities – yoga, pilates, community meetings. An outdoor green space could be used for personal training with the installation of equipment/exercise stations	

TENNIS FAIRWAYS

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
We currently sub lease through Castle Cove Golf club . We pay a monthly payment. It works very well. We have an excellent relationship with the club.	Drainage at the side of court 1 is a concern because of land flow/ mud coming onto that court in times of heavy rain. Leads to slippery /dangerous surface particularly in winter. The surface has been water pressure treated but problem is ongoing. All 3 court surfaces will need to be replaced over the next 4 years.	There have been major upgrades: Inventory - storeroom/office /clubhouse and surrounds - $28,000 Court fencing, new nets, screening on fences, side gate, garden plants pots birdbath - $28,440. Ongoing court sanding , rejuvenating $5,658 over last 4 years. Prior to our arrival in 2013. A new clubhouse was built with major funding provided by Mr Keith Goesch. He was (died 2016) a major financial provider to create the beautiful boutique tennis centre we have today. Financial contri2could be gathered on request. Council should already have details.	I'm not aware of the current lux levels. However globes and capacitors/ control units are replaced as needed. 4 globes 3 capacitors and 1 control unit have been relaced in my time here over the last 4 years	Plumbing - 2× drain clearances per annum due to poor initial plumbing job to clubhouse Lighting - any maintenance of lights required Repairs and maintenance to courts and surrounding areas. New surfaces when required	We had a heavy increase in numbers from 2014/15 and numbers are now steady or increasing slightly. We have a heavy involvement with Castle Cove public school. 80 kids before school. Another 25 on Fridays. Ladies - approx 30 women per week in clinics After school coaching -approx 90 students over the week Competition - approx 30 participants per week. Saturday social groups and coaching - approx 25 regular players. Sunday. Casual on line bookings. Numbers vary. Better in Spring /Summer

TENNIS FAIRWAYS

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Competition - Ladies Monday night , Mens Tuesday and Thursday nights Social- Wednesday night, Saturdays Coaching - Monday - Saturday Schools - Friday	Participation is high particularly in coaching. children between 6 - 12 years .There has been a steady increase in the last 2 years. Very high increase in 5015 as we tried to establish business.	The major increase is due to quality motivated coaches but the quality of the venue facilities should not be understated. Administration is relatively easy because there are only the 3 courts and participation capacity is limited.	It would be difficult to use as a shared facility because there is only 3 courts which have a heavy usage level already. With regard to council assistance the only short to mid term requirements we have for capital improvement is drainage alongside court 1 and court surface replacement over the next 4 years	Not at this point.

THE WILLIS (1 – 10)

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Love'n Deuce works with a 5-year Licence from Willoughby City Council. This allows occupation of the centre for designated/agreed hours. Tennis Valley Tennis Club has a similar licence arrangement for the hours it occupies. The System is not entirely satisfactory as areas of responsibility are not always clearly defined. A Head Lease with prime responsibility would, in our opinion, work better for all parties and produce a superior outcome for the facility.	Court 1 has been virtually unusable for the period of the licence. Council has unsatisfactorily resurfaced Courts 2 – 4 and they are deteriorating even more.	The Licence set-up, with little security, does not lend itself to the occupier investing extensively in the facility. However, Love'n Deuce has added a café facility, upgraded offices and furniture and recently renovated the garden area again.	Willoughby City Council's replacement of the court lights with Led lights has been a vast improvement and the centre is now suitable even for elite tournament play.	Love'n Deuce invests appropriately for maintenance, ensuring that the clubhouse, court and grounds are presented in an excellent condition.	Love'n Deuce has enjoyed a steady increase in utilisation over the past three years. This increase has been enjoyed in all areas of the business. The following information shows Love'n Deuce participants in both School and holiday time. This does not include Friday night and weekend Tennis Valley Club use. **School term** Court hire – 120 hrs Individual lessons – 23 hrs Adult clinic – 112 hrs Competition play – 112 hrs Children's tennis – 210 hrs Children's motor skills – 330 hrs School activities – 220 hrs **School holiday week** Court hire – 120 hrs Individual lessons – 23 hrs NSTA/TNSW Tournaments – 112hrs Children's camps – 112 hrs Children's tennis - 210hrs

THE WILLIS (1 – 10)

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Breakfast Competitions each weekday from 7am to 8.30am. Ladies Morning competitions on three mornings per weeks. Always fully booked Ladies Clinics 3 mornings per week Children's programs which include Motor skill programs from 2 to 6 years old Hot Shot Programs from 6 to 12 years old Normal yellow ball programs for beginners to advanced Private lessons for all ages School Holiday Camps Programs for Schools Court Hire, Corporate Days Tournaments	Increased.	Love'n Deuce has only occupied the centre for five years and is still in a growth phase. Love'n Deuce utilizes extensive communication through verbal, email and text and enjoys and excellent relationship with its clientele.	Some courts on the Willis Park site have already been taken from tennis for futsal soccer. We do not believe tennis can afford to lose any more of the facility as it is often used to capacity and the site is probably the second most utilised tennis centre in NSW.	It would be highly beneficial to get all stakeholders together at least twice a year to ensure all avenues to grow and operate the centre to its optimum are constantly reviewed.

THE WILLIS (11 – 13)

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Willoughby Leisure manages these courts, I have been here for 4 years and we have managed them prior to that, not sure how long.	Council has spent significant funds in upgrading these courts. But the Ace Room could do with an upgrade. Concrete pathways could be upgraded.	Yes April 2017 – Court resurfacing - $79,368 April 2017 – Retaining wall - $13,488 July 2018 – Fence replacement - $40,593	Yes we have lights. Not sure of Lux level.	$5k in grounds mtc Staff clean amenities	Pretty much the same 2250hrs per year No membership

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
Hirers use for comps and coaching.	Don't know about programs Book a court system, when install will assist with tracking social usage and casual hire. Currently it is an unmanned site and gates are not locked.	Can't say.	Courts 14 & 15 were changed to futsul. We wouldn't increase this as the small carpark would not accommodate the cars for high number turnovers. We need to just feel the day time usage.	Book a court system will be installed in September.

TYNESIDE

1. What is your current lease / licensing arrangement? Does this work? What sort of arrangement would suit the venue?	2. What are your key concerns / challenges regarding existing facility infrastructure? What needs to be addressed? What do you believe to be the key venue priorities?	3. Has your business made investments to upgrade site infrastructure in the past 10 years e.g. court resurfacing, fence replacements? If so, what upgrades and at what cost?	4. If your facility has court lighting, are you aware of the current lighting (lux) levels? If there is no court lighting please write n/a.	5. What ongoing investments do you make to court /grounds maintenance?	6. What participation trends has the venue experienced over the past 3 years? e.g. increase / decline in membership? Are you able to provide participation data (membership and program numbers)?
Willoughby Leisure manage the site on behalf of Willoughby City Council since October 2016. Love'n Deuce are long term hirers.	The amenities need to be demolished and replaced. Fencing needs replacing, with exception to the section replaced in 2017. Investigate the possibly of having lights installed.	2016 - Resurfacing 3 courts (3-5) - $56,862 2017 – part of fence replaced for book a court system - $7,480 2017 - Book a Court System (Pilot) associated cost - $5000 Total =69,342	N/A	Landscaping and grounds etc – mowing, pruning. Contractor blows courts 2 days per week, staff blow courts 3 days per week. Staff clean amenities 2 times per week.	Increased. 44,163 total booked hours since April 1 2017. 3,053 bookings through book a court system.

7. What programming opportunities are provided at the venue? E.g. competitions / social tennis / coaching. Please provide details?	8. Has participation in these programs experienced an increase or decrease over the past 3 years? If in decline, what methods do you believe would assist in engaging new participants? e.g. increased marketing / social programs.	9. If an increase has been experienced, what do you believe has been the biggest driver for this? e.g. new coach / new club administrators / venue infrastructure upgrades	10. Would you be open to a shared venue use arrangement should Council invest in infrastructure (e.g. courts and / or buildings) to ensure compatibility with other sports and / or community groups? If so, are there any clubs / groups that you believe would be suitable? Is there capacity to share the venue with another user? Are you able to provide venue usage schedules?	11. Is there any other information you believe may assist in the development of the Willoughby Tennis Audit and Management Review Report? If so, please provide.
N/A for Love'n Deuce programs We probably need more social media presence re the facility to increase booking usage	Book a courts as we are now capturing data	Multi sports usage of courts, especially mid mornings and early afternoon before after school tennis starts. Pre-school market – Hot shots. Young mums - cardio. If the amenities were upgraded, we could hire the buildings for meetings or other activities etc.	Tyneside is land locked and the residents are quite vocal about the site, previously the site was sold to a contractor who wanted to put in a child care facility, this was not supported by the residents and Council was required to purchase the property back from the contractor. Redevelopment of the site is probably not an option.	