Attachment 2

WILLOUGHBY CITY COUNCIL
City of Diversity

Tennis Court Strategy

DRAFT – MAY 2019



TENNIS COURT STRATEGY

DRAFT

PAST - where we have been

Tennis continues to be a popular sport in Australia since its introduction in the late 1880s. The game can be played in many forms: singles, doubles and mixed doubles, and caters to all ages.

Responding to demand, tennis courts have been built on both public and private land in the Willoughby Local Government Area over many years. Willoughby Council has provided tennis courts for the community by:

- buying established tennis sites eg Kooroora and Tyneside, or
- supporting private investment on public land eg Talus St Reserve and Cleland Park, or
- building courts on public land eg Northbridge War Memorial Reserve/ Bonds Corner

In recent years, tennis courts have replaced bowling greens as lawn bowls has declined in participation eg The Willis.

TODAY - where we are now

Under Council's Open Space and Recreation Plan 2013, a Tennis Facility Audit and Management Review was undertaken (Inside Edge Sport and Leisure Planners 2018). The audit and review covered all tennis courts in the City, on both public and private land. There are 51 tennis courts on 9 parcels of Council owned / managed land. These courts are predominantly leased to individual clubs/ associations. The sites are:

Location	Ownership	Courts	Management agreement (as at April 2019)
Cleland Park, Artarmon	Crown	6 synthetic	Licences (3 of)
52 Fullers Road, Chatswood	WCC	6 synthetic	Lease
Castle Cove golf course	WCC	3 synthetic	Sub-lease via Castle Cove Golf Club lease
Cortile Reserve, Castlecrag	WCC	2 synthetic	Lease
War Memorial Reserve, Northbridge	Crown	2 bitumen	Bookings via Northbridge Golf Club
Talus Street Reserve, Naremburn	Crown	8 synthetic	Currently tenancy at will, with month to month rent by previous leasee
Kooroora Reserve, Chatswood	WCC	6 synthetic	Lease
The Willis, East Chatswood	WCC	13 synthetic	Licences (2 of) and Book-a-Court system via Council
Tyneside Ave, North Willoughby	WCC	5 synthetic	Book-a-Court system via Council

The Tennis Facility Audit and Management Review (TFAMR) 2018 provides an overview of:

- State and condition of tennis venues
- Usage levels at existing tennis venues
- Management options for Council venues
- Other potential uses for tennis venues
- Future renewal program

The TFAMR is the basis for Council's Tennis Court Strategy which applies only to courts on Council owned/ managed land.

STRATEGIC DIRECTION- where we should go and why, how we will implement our strategic direction

Willoughby is a City of Diversity: diverse landscapes, people and businesses. This diversity underpins our liveable and prosperous City. Community priorities include creating recreation spaces for all, and promoting an active and healthy lifestyle.

A City that is liveable has open space for recreation, leisure and for nature conservation. This open space provides diverse opportunities to attract the community to engage in physical activity or leisurely contemplation.

Tennis courts are one of the means by which a community can develop an active and healthy lifestyle. Other recreation facilities, such as parks, sportsfields, bike paths, swimming pools, bush walking tracks and golf courses, provide diverse opportunities to become active and engage in sport and recreation as a team, informal group or as an individual.

Council is a level of government that provides leadership, services and support for its community of residents, businesses and visitors. Council works toward our strategic direction by implementing a 4 year Delivery Program and an annual Operational Plan, which are reviewed and reported against in the Council's Annual Report and the 6 monthly reports to Council as required by the Independent Pricing and Regulatory Tribunal.

The TFAMR undertaken in 2018 confirms that there are sufficient tennis courts to service the current and future community recreation needs. Therefore, Council will:

- support the existing provision of tennis courts available for public use, and where they are located on appropriate zoned land.
- retain the 2018 quantity of public tennis courts in the City
- seek complementary sports to share courts where applicable
- support the development of tennis venues to service the local and district needs only.
- Include tennis courts in Asset Management Plans, consistent with the Asset Management framework.

- Include tennis courts in the Long Term Financial Plan so that renewals and upgrades will be undertaken in a timely and affordable manner.
- establish independent management agreements for the operation of all tennis venues on public land.

CORE VALUES - guiding principles of our work and how we operate

Council's core values are set out in Council's Community Strategic Plan 2028. Three principles underpin Council's decision making processes including how Council engages with the community and how Council allocates resources. The principles are:

- Sustainability
- Social Justice: Equity; Access; Participation; Rights.
- Ethical Government

These principles closely align with Tennis Australia's four principles that underpin healthy and vibrant tennis venues that effectively service their communities. Tennis Australia's principles are:

- Accessibility
- Sustainability
- Community benefit, and
- Management accountability

Council's core values are applied to public tennis courts in the City:

- Sustainability: monitoring the public usage levels of tennis courts; ensuring financial provision and capability to maintain/ renew and/ or upgrade courts; liaising with peak tennis organisations to support community clubs and achieve industry best practice.
- Social justice: ensuring tennis courts meets the demographic profile; improving access to all tennis courts including wheelchair sports; consulting with the tennis playing community in decisions concerning tennis courts.
- Ethical government: open tendering for the management of the public tennis courts; entering management agreements that ensure public access and maintain public assets.

GOALS

OBSTACLES - what could prevent us from realizing our vision

The City has a finite amount of public open space available for the community's recreation needs. The high cost of real estate realistically precludes Council from purchasing more land to provide additional open space for a growing population. There are currently 79,976 residents (2018) with an expected growth to 91,848 (2036). There is a desire to partner with private land owners and Government to provide the additional recreation facilities and parks needed to meet the future community.

- Future demand for more diverse recreation opportunities could be constrained by a lack of available open space.
- Potential conflicts could arise between established recreation users and new recreation users sharing recreation venues.

LONG-TERM GOALS - what we will do to implement our strategic direction

To implement our strategic direction for tennis courts in the City, Council will:

- Protect and maintain land zoned RE1 Public Recreation, and support the retention of land zoned as RE2 Private Recreation for future community recreation needs.
- Retain the 2018 quantity of public tennis courts in the City, and seek complementary sports to share courts where applicable.
- Develop, improve and upgrade tennis venues in the City with relevant venue managers to service the local and district needs only.
- Ensure that the condition of tennis venues on public land is recorded in the Council's Asset Management Plans, and that financial resources (either Council or leasee) are available to maintain tennis venues to a safe playable standard.
- Undertake open public tendering for the management and improvement of tennis venues on public land.
- Review the 2012 policy for 'Lease of Tennis Courts' on a regular basis to reflect the Council Community Strategic Plan and industry best practice.
- Refer to the 2018 Tennis Facility Audits and Management Review for background information to decision making for public tennis venues.

SHORT-TERM GOALS - what will be done YR1, YR2, YR3

- Complete Asset Management Plans for tennis venues and enter into the Long Term Financial Plan.
- Invite public tender for the management of the tennis venues where user agreements have expired or due to expire. In 2019 the venues are Cleland Park, Cortile Reserve, The Willis and Talus Street Reserve.

MEDIUM TERM

- Develop Site Improvement Plans for each tennis venue in liaison with current venue managers.
- Invite public tender for the management of the tennis venues where user agreements have expired or due to expire. In 2022 the venues are Kooroora Reserve; and in 2024 the venue is 52 Fullers Rd.
- Partner with Tennis NSW and Tennis Australia to ensure tennis venues are high quality community facilities that provide a range of tennis programs and services in line with industry best practice.
- Partner with Tennis NSW and other state sporting bodies to explore the potential for some tennis courts to be shared with other sports.

MEASUREMENTS OF SUCCESS - what benchmarks will be used as indicators of success

- Tennis venue usage levels.
- Public satisfaction levels- compliments/ complaints.
- Financial return – sustainability, completion of venue improvements.
- Tennis venues accommodating alternate recreation/ leisure /sporting activities.
- Tennis venue asset condition ratings

STRATEGY

RESOURCE ASSESSMENT - infrastructure required to realize vision

Within Council:

- Strategic Planning Unit: taking action concerning any changes to Private Recreation zonings.
- Property and Construction Services Unit: taking maintenance action for assets at tennis venues subject to licence agreements.
- Culture and Leisure Unit: undertaking Asset Management Plans; completing Capital Works for tennis courts improvements; resolving leases to venue managers and licences to sports clubs; liaison with peak tennis organisations.

External resources:

- Legal advice for issues arising from leases/ licences.

IMPLEMENTATION - plan what will be done along with completion deadlines

Action	**Completion deadlines**
Site Development Plan for The Willis	June 2019
Asset Management Plan for tennis courts	December 2019
Site Development Plans for Talus Street Reserve and Cleland Park	December 2019
Tennis court renewal/ upgrades entered into Long Term Financial Plan.	December 2019
Public tenders for The Willis, Cortile Reserve, Talus Street Reserve and Cleland Park	June 2020
Capital works for tennis upgrades in draft Capital Works Program	January/ February 2020
Site Development Plan for Kooroora Reserve	June 2022
Public tender for Kooroora Reserve	December 2022
Site Development Plan for 52 Fullers Rd	June 2024
Public tender for 52 Fullers Rd	December 2024

DISSEMINATION - how the plan will be announced / assigned and to whom

Responsible officers:

- The Culture and Leisure Manager is accountable for the administration of the strategy in consultation with the Executive Leadership Team and Council.
- All Managers and the Executive are responsible for supporting staff to apply this strategy and related actions.

PROGRESS ASSESSMENT PLAN - how we will oversee progress, monitor success, and implement revisions

Monitoring and review

The Culture and Leisure Manager or their delegated staff is responsible for:

- Reviewing the Tennis Court Strategy on a 5 year basis
- Consulting with internal and external stakeholders in reviewing the Tennis Court Strategy
- Ensuring that the Tennis Court Strategy is consistent with the Council Community Strategic Plan, and the Sports Facilities Plan of Management.

Prepared by Open Space Team

Culture and Leisure Unit

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