SUCCESSFUL AND SUSTAINABLE VENUES

Tennis Australia's objective is to ensure community access to more venues, and supports management to ensure facilities are great places to play, while also engaging the broader community in social and physical activity.

Through significant consultation, Tennis Australia identified four principles that underpin healthy and vibrant tennis venues that effectively service their communities.

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

Provided below is a summary of priorities for how Council can support and develop tennis in Willoughby using the four principles.

ACCESSIBILITY

- Ensure courts provide a mix of surface types to support recreational and competition pathways and player development.
- Increase the number of multi-lined courts where appropriate – consider public courts, schools courts or where smaller clubs exist. Investigate opportunities at Mowbray Public School.
- Implement Tennis's Book-a-Court remote access and online booking system at appropriate locations to support an increase in casual use.
- Ensure courts with lighting to meet Australian Standards and increase the number of lit courts in strategic locations – Tyneside, Northbridge, Cleland.
- Negotiate increased use and access to courts on education land (Northbridge Primary School and Mowbray Primary School).

SUSTAINABILITY

- Commit to a rolling annual budget to renew tennis facilities and assist clubs to meet community needs and the proposed levels of service.
- Consider LED technology for new lighting projects or where lighting has reached the end of its functional life at existing venues.
- Align identified renewal and capital works projects with Council's Capital Works Program and seek the appropriate levels of financial contributions from tennis providers who hold long term leases.

COMMUNITY BENEFIT

- Monitor Book a Court usage and investigate participation programs, coaching and other multipurpose activation opportunities at public access courts.
- Support entry level tennis (Hot Shots and Humpty Sports) by developing more acrylic courts and introducing blended court lines. There is an opportunity for a dedicated Hot Shots court at Artarmon Tennis Club.
- Plan for future population growth and ensure court provision in the Artarmon and Willoughby area is adequate to accommodate future demand.
- Consider the proposed facility provision, venue management and service mix provided in this section to maximise community benefits.

MANAGEMENT ACCOUNTABILITY

- Obtain a better understanding of the needs and aspirations of local tennis providers through improved engagement practices with clubs, coaches and commercial operators.
- Conduct regular facility audits to continue to inform future priorities.
- Develop standard and consistent occupancy agreements for all venues on public land, and ensure partner roles, responsibilities, financial obligations and venue requirements are clearly articulated and monitored annually.
- Develop more consistent 10 year agreements with extension options that reflects the facility offering and enables enhanced capital investment.
- Encourage all clubs and venue operators to remain affiliated with Tennis NSW and prepare annual TA Operational Health Check surveys.

MANAGEMENT RESPONSIBILITIES

The following information provides a checklist of minimum requirements for the management of tennis venues. This information should be used as a guide only and may vary depending on the length of tenure, number of courts, venue hierarchy and usage of existing venues.

ADMINISTRATION

- ✓ Tennis NSW affiliation.
- ✓ Players registered with Tennis NSW.
- ✓ Inclusive programs and services.
- ✓ School partnerships and program delivery.
- ✓ Annual completion of Operational Health Checks.
- ✓ Submission of annual audit of accounts.
- ✓ Quarterly operations and performance report.
- ✓ Qualified coaches with Tennis Australia Coach Membership.
- ✓ Use and support of Tennis Australia programs and systems.

PROGRAMS AND SERVICES

- ✓ Social and community court access.
- ✓ Flexible booking process including use of online booking system.
- ✓ Group and private tennis coaching lessons.
- ✓ ANZ Tennis Hot Shots program (or equivalent).
- ✓ Fitbit Cardio Tennis.
- ✓ Free Tennis Days (Open Days).
- ✓ Social competitions.
- ✓ Food and beverage services.
- ✓ Retail and merchandise (where off-court amenities allow).

BUSINESS SYSTEMS

- ✓ Use of appropriate Point of Sale (POS) and venue management system to record all bookings and transactions.
- ✓ Venue operating manual including policies and procedures.
- ✓ Forecast operating budget – profit and loss, price list and HR structure.
- ✓ Detailed service specifications – agreed operating hours, core programs, service offerings and agreed local programs to meet community need.
- ✓ Venue Strategic Plan.
- ✓ Annual Business Plan.
- ✓ Marketing and Communications Plan.
- ✓ Workplace Health and Safety Plan.
- ✓ Risk Management Plan.
- ✓ Asset Register, Maintenance and Replacement Plan.
- ✓ Public liability (not less than $20 million)
- ✓ Professional indemnity (not less than $5 million)

ANNUAL PAYMENTS

Annual payments will vary depending on the length of the lease and facilities available.

For Willoughby, there is a need to provide clear and more consistent lease agreements. Currently annual payments to Council from clubs for the use of Council owned tennis venues on public land varies - $2,000 per annum (Castlecrag). $10,000 (Kooroora) and $12,750 (Chatswood). Current leases are generally for 10 years.

FACILITY HIERARCHY

FACILITY CLASSIFICATIONS

Tennis Australia classifies tennis venues based on the number of courts at each centre, catchment reach and the level of service they can deliver as outlines below:

- National Facilities: 20+ Courts
- Regional Tennis Centres: 16+ Courts
- Large Community Tennis Centres (Sub Regional): 12+ Courts
- District Tennis Centres: 8 + Courts
- Local Tennis Centre: 4+ Courts
- Public Access Centres: 1+ Court.

According to these classifications the majority of tennis venues are either public access or local. The Willis (10 courts) and Talus Street (8) would be considered District Centres.

Facility development guidelines for the provision of clubhouses and courts at local and district level centres are provided below as a guide for the future development and enhancement of Willoughby tennis facilities.

LOCAL

- Focus of these centres should be engagement with both social and competitive players.
- 50% of courts should be floodlit to minimum club competition standards (350 lux).
- Clubhouse should include male and female change facilities, a kiosk, administration office, onsite parking and outdoor shaded social areas.

DISTRICT

- Minimum of eight courts with at least 50% ITF preferred surface and 50% floodlit to minimum club competition standards (350 lux).
- A set of 2 dedicated Tennis Hot Shots courts for primary aged introduction programs.
- Male and female change room facilities including showers.
- Café/kiosk and preferably licensed social facilities.
- Administration office/s.
- Onsite parking in close proximity to facility entrance.
- Outdoor shaded social areas suitable for events and social nights.

Management and administration for District Centres should include:

- A volunteer or semi-professional management structure.
- Endorsed strategic development and/or business plan for a minimum three-year period.
- Compliance with Tennis Australia's endorsed national.
- Operational Health check management program.
- An active website detailing services, personalised points of contact, player profiles, profiles of all user groups.
- Opportunity and relevant online booking options.

The following pages in this section provide further detail in regards to recommended facility provision, venue management models and service mix that will contribute to the delivery of sustainable tennis venues.

FACILITY PROVISION

Component / capability	Regional facility (16+ courts)	Municipal facility (12-15 courts)	District facility (8-11 courts)	Local facility (3-7 courts)	Public access facility (1-2 courts)
Clubhouse with change facilities	Off-court tournament capable infrastructure	Clubhouse with toilets / social space	Clubhouse with toilets / social space	Clubhouse with toilets	Public shelter (access to toilets required)
Indoor / outdoor social space	✓	✓	✓	Desirable	Outdoor only
Cafe / kitchen / kiosk	Café / kitchen	Kitchen	Kitchen / Kiosk	Kiosk	Kitchenette (desirable)
Pro-shop	✓	Desirable	-	-	-
Preferred surface type	Acrylic hardcourt or natural clay (or red porous) Minimum of 14 of the one surface type	Minimum of 12 of the same surface Optional mix to provide some player development surfaces (acrylic hard court or natural clay)	Minimum of 8 of the same surface Synthetic grass or acrylic hard court as the most viable surfaces	Synthetic grass or acrylic hardcourt	Asphalt or acrylic hard court Synthetic grass optional if a club venue or coach managed
Hot shots courts (dedicated)	✓	Desirable	Desirable	-	-
Hot shots courts (blended lines)	-	Hard courts only	Hard courts only	Hard courts only	Hard courts only
Court floodlighting	100% of courts	100% of courts	100% of courts	75% of courts (desired minimum)	Lighting not-essential

VENUE MANAGEMENT

Component / capability	Regional facility (16+ courts)	Municipal facility (12-15 courts)	District facility (8-11 courts)	Local facility (3-7 courts)	Public access facility (1-2 courts)
Detailed business/strategic plan	5-year strategic plan	✓	✓	✓	-
Professional management	✓	✓	Professional or Coach oversight (desirable)	-	-
TA Annual Operational Health Check	✓	✓	✓	✓	-
Club-coach contract in place	✓	✓	✓	✓	✓
Current tenancy / occupancy agreement	✓	✓	✓	✓	✓
TA accredited coach	Club professional (as a minimum) Master club professional (desirable)	Club professional (as a minimum)	Club professional (desirable) Junior development (as a minimum)	Junior development (as a minimum)	Community coach (desirable) Hot shots introduction (as a minimum)

SERVICE MIX

Component / capability	Regional facility (16+ courts)	Municipal facility (12-15 courts)	District facility (8-11 courts)	Local facility (3-7 courts)	Public access facility (1-2 courts)
Tennis Hot Shots program	✓	✓	✓	✓	Support in-school program
Tennis Hot Shots gala days	✓	✓	-	-	-
Tennis in schools	✓	✓	✓	✓	-
Cardio tennis (or equivalent)	✓	✓	✓	✓	✓
Adult coaching	✓	✓	✓	✓	Desirable
Junior coaching	✓	✓	✓	✓	✓
Organised social tennis	✓	✓	✓	✓	Desirable
Internal competitions	✓	✓	✓	✓	✓
Inter club competitions	✓	✓	✓	✓	-
Tournaments (regional)	✓	✓	-	-	-
Tournaments (high performance)	✓	Desirable	-	-	-
Local talent squad	✓	✓	-	-	-
Public court hire / access	✓	✓	✓	✓	Free public access