



Baw Baw Shire Council
Facility Audit Report and Tennis
Strategy
2005

Compilation Summary

Technical Facility Audit Report – completed, July 2005

Tennis Victoria Technical Services Department

Tennis Strategy – completed, August 2005

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Methodology

Tennis Victoria has been engaged by the Baw Baw Shire Recreation Department to conduct an audit of existing facilities and make recommendations relating to the strategic direction of tennis within the Baw Baw municipality. Baw Baw Shire had several objectives of a tennis specific study aimed at improving local infrastructure. Combined with local tennis administrators concerns, these include:

- An audit of existing facilities with commentary relative to current standard and local management issues.
- Directional support for existing facility upgrades
- Directional support towards the improvement of local tennis club-based services
- A conceptual understanding and influencing factors in the establishment of a regional tennis centre.

Tennis Victoria had several initial meetings with the Baw Baw Shire and received local information from several leading volunteer tennis club administrators. A request was sent to all tennis facilities requesting written feedback of club facility and operational condition. This was followed by a physical site inspection of all facilities by the Tennis Victoria Technical Services Department. A subsequent report provided by Technical Services categorised clubs according current position.

Using information gained from local tennis identities and the report provided by Technical Services, Robin O'Neill developed tennis direction strategies for Council and local tennis administrator consideration. The first 'Draft Only' release of this document will be at a public tennis forum with an opportunity to provide feedback before being formally submitted to Council. The term 'Draft Only' is important to acknowledge that after local administrators have reviewed the document there may be some changes from existing 'Initial Recommendation' to 'Final Recommendations' made to Council.

It is anticipated that Baw Baw Shire will act on strategic direction provided in the immediate future towards establishing long-term viability of tennis for the community.

Executive Summary

When you live in Baw Baw you have it all. The beauty, tranquillity and benefits of a country lifestyle, but close enough to Melbourne to visit for work or play. Baw Baw is what we like to call 'Sophisticated Country'

The 2004 statistical profile of Baw Baw Shire provided by Monash University highlights growth in population in contrast with other regional local government authorities and still has a population in excess of 30,000

- 1999: 35,352
- 2000: 35,947 (increase by 1.7%)
- 2001: 36,399 (increase by 1.2%)
- 2002: 36,709 (increase by 0.8%)
- 2003: 37,193 (increase by 1.3%)

Baw Baw Shire has a strategic approach to change management highlighted by listed achievements of the Baw Baw Shire Council Strategic Planning Unit. This approach is in line with taking a strategic development approach to maintaining tennis services for the community. Tennis is a preferred recreation and sporting pursuit of the community for its desirable key benefits: social, fitness, healthy, fun – all part of an active Baw Baw Shire country lifestyle.

Evidence from a variety of sources highlights the value and popularity of tennis throughout Australia.

Tennis Australia Health Check 2003:

- There has been an increase in the number of registered tennis club members Australia-wide from 184,663 members in 1997 to 224,712 in 2003.
- The number of affiliated tennis clubs in Australia has increased from 1666 in 1997 to 2080 in 2003.
- The total attendance at the Australian Open has grown from 391,504 in 1997 to 521,691 in 2003.

Sweeney Sport Report 2003/04:

- Tennis is the fourth highest participation sport (29% of the total population) after swimming (43%), gym workout (34%) and bushwalking/hiking (31%).
- The percentage of Australians participating in tennis has increased from 24% in 1999 to 29% in 2003.
- The three sports with the biggest television followings are Cricket (50%), Australian Rules (49%) and Tennis (49%).

Exercise, Recreation and Sports Survey (ERASS) for 2003:

- The highest participation rates were for walking (37.9%), aerobics/fitness (16%), swimming (15.3%), cycling (9.4%) and tennis (9.0%).
- For tennis this represents a significant turnaround from what was an 8.8% decrease from 1.38m to 1.26m participants between 2001-2 to 1.4m participants in 2003 - an 11.6% increase from 2002.
- Among females, tennis again ranks above netball in levels of participation and has increased from 7.8% to 8.6% (walking - 48.5%, aerobics/fitness - 20%, swimming 17.1%, tennis - 8.6%, netball - 6.9%).
- Among organised sports, tennis again shows a significant increase - up 9% on 2002 (as compared to a 1.2% drop between 2001-2);
- The organised activity with the highest participation rate was aerobics/fitness (8.4%), followed by golf (4.7%), then tennis (3.8%).

Tennis clubs within the Baw Baw Shire have long played a valuable role in the overall leisure and recreation options available to the community. Traditionally, clubs throughout the Shire have maintained sustainable facilities, strong membership and a variety of competition and event options. Many Baw Baw Shire tennis participants involved in this study well recalled the success of major local tournaments in creating a higher profile for the sport.

With strong community appeal, desirable values and Tennis Victoria support, tennis in Baw Baw Shire is well placed to redress local concerns of decline. A collaborative effort between local stakeholders, led by the Baw Baw Shire, will be required to implement a new strategic direction for tennis in Baw Baw.

The following principles adopted by the Shire of Manningham are recommended to guide the ongoing provision, development and adoption of Tennis Victoria recommendations for tennis in the Baw Baw Shire:

- Provide high quality facilities for member-based clubs and the general public;
- Provide the opportunity for all tennis clubs to operate under a common lease agreement developed by Tennis Victoria;
- Promote tennis so as to improve participation rates;
- To support both large and small clubs providing they are well-managed and financially viable;
- To involve the local community in the management of the tennis facilities;
- To establish a non-bureaucratic and cost effective direction for tennis.

These principles will need to be adhered to in order for the 'Baw Baw Tennis Strategy' to be implemented and to further develop the concept of a 'Baw Baw Tennis Centre'. This paper provides existing facilities situational analysis and summary of findings as well as recommendations to redress current critical issues in "Baw Baw Tennis".

The report has been divided into the following areas/topics:

- Facility maintenance and capital works programs
- Overall facility standard / provision
- Regional Tennis Centre Potential – Baw Baw Shire
- Operational management and membership
- Provision of tennis-based services

Importantly, there are also a number of existing strengths in local tennis and these include:

- Court Availability / Court Usage
- Commitment to provision of Junior Competition
- High Junior Participation Rates
- Global, National and State Tennis Profile

Current Facilities Situational Analysis

The following chart offers a snapshot of all clubs and tennis facilities within the Shire. Within the chart venues have been categorised and recommended as either Active Sustainable Clubs, Active Endangered Clubs, Defunct Clubs or Public Use Facilities.

Definitions

- Club: an organisational entity with subscribing members and a committee structure.
- Active: during the course of a year, the club has one or more teams competing in regular competition tennis, internally or as part of a wider Association competition
- Sustainable: there is a sufficient membership base (say at least 10 members per court) and a large enough local population base to ensure the membership base can be maintained.
- Endangered: the membership base has dwindled to such a low level that any further loss of membership will probably result in the disbandment of the club
- Defunct: there used to be a club but it no longer exists and the courts are no longer used
- Public Use Facilities: there is no club present but the courts are used for social tennis by locals and/or tourists
- Major Centre: has been used to identify those venues where there are 4 or more courts and lighting available. Four lit courts are the minimum number required to run an 8 team night competition.

General Comments

Tennis in Baw Baw is in a particularly perilously dangerous state. Administration duties are in a position of 'too much left to too few'. There is a high degree of future sport provision concern from the existing volunteer base. Those clubs with the largest memberships have a low ratio of members per court in relation to operational costs. This is particularly concerning as all clubs have a relatively low membership fee to encourage participation however, membership revenue is not relative to court replacement and maintenance costs.

General club summary statements by Tennis Victoria refer to a club's relative 'urgent immediate needs'. Virtually every venue has a funding need of some description whether it is the upgrading of surfaces, fencing, drainage, clubhouse etc. However, urgent immediate needs relate to:

1. The removal of any hazards
2. The addition of any infrastructure that could have an immediate effect in terms of increasing participation and revenues e.g the addition of court lighting.

A clubs 'like to have' improvements certainly have to be addressed with recommendations for club access to support funding provided further in this document. However, decisions as to what needs to be updated when and to what degree can only be done with consultation between the Council and the collective tennis community. For example, Tennis Victoria acknowledges that Drouin TC would like two more courts lit. However, should that have priority over required base repairs at Warragul TC?

Active Sustainable Clubs

There are 14 venues supported by active clubs that, based on building existing operational activity should be able to continue into the future. However, even those clubs with the largest memberships have a low ratio of members per court. This particularly concerning as these clubs have a relatively low membership fee to encourage participation however, membership revenue is not relative to court replacement and maintenance costs.

- 4 venues (Drouin, Trafalgar, Warragul North and Warragul) are seen as Major Centres and the cornerstones for the development of well-structured competition services. However, there would need to be immediate expenditure at two of the venues (Warragul and Trafalgar) to facilitate this.
- 3 venues (Willow Grove, Thorpdale and Lillico) are possible Major Centres for the future, depending on the community response to tennis service expansion, particularly in night tennis.
- There could be a stronger club at Neerim South but it is hampered by the multi-purpose nature of its facilities. When the courts are required for use by netball, tennis activities have to be suspended limiting potential activity and club revenue opportunity.
- Ellinbank and Yarragon are small functioning clubs but do need some help in improving their facilities. Yarragon has been resurrected recently and does have immediate need in terms of access and drainage of the courts. The Yarragon TC had disbanded but an enthusiastic group of parents has resurrected the club for junior competition tennis, with two teams entered last season. New housing development in the area supports further club growth but this will be limited given current standard of facility.
- The remaining clubs facilitate and focus on providing member access into association-based competition and have no immediate requirements. However, as with all clubs, as the demand for tennis related services increase so will club requirement for administration or capital works support.

Active Endangered Clubs

There are 2 active Clubs (Nilma and Westbury) that are endangered. There is very little chance that Nilma can survive given only 7 members all over 30 years of age and lacking the environment to recruit members (poor facility, lack of visibility, difficult to access). Therefore, remaining Club members should be encouraged to consult with the Baw Baw Shire and local tennis community with discussion focusing on the opportunity of moving elsewhere and the property sold. Westbury is an enigma as it has an excellent clubhouse and six serviceable courts but today has only 6 members. The dramatic loss of membership is attributed to the disbandment of the Association that created it and perhaps from its close proximity to Morwell and the commercial centre operating there. The tennis community should be asked to help decide its future.

Defunct Clubs

There is no longer active Club activity at 5 venues. These may be considered within the Public Use Facilities category until the tennis community can consider their future.

Public Use Facilities

9 venues not currently used for any organised tennis activity. After adding the defunct Clubs, there will be 14 such venues. By default their only immediate purpose is for possible public use by locals or tourists. With some of these venues there is a possibility that Clubs can be re-established in the future.

A venue within this category will need separate consideration with the particular aim of finding some local community group that will at least oversee use of the venue.

Assuming each is to be retained for the immediate future, something will need to be done in terms of future maintenance. In a few cases, ex-members or locals are doing their best to maintain the facilities but this cannot be relied upon as sustainable practice. Many clubs have already fallen into a state of disrepair.

The Baw Baw Shire is exposed to Public Liability Risk if people use such facilities and incur an injury that can be attributed to negligence of the owner. Further, poorly maintained facilities offer no encouragement for tennis participation.

Baw Baw Tennis Facilities

Location	Estimated Population	Type of Club	Number of Members	Total Courts	Cash Assets	Number of Courts with Lights	General Comments
Drouin	9700	Active Sustainable Club	Not Advised	8	Not Advised	4	The biggest clubs with 8 courts and largest membership. Also have reasonable facilities.
Trafalgar	4014	Active Sustainable Club	112	6	\$10,000	3	Good sized club with good facilities and future. Great potential for self-sufficiency
Warragul North	3408	Active Sustainable Club	84	6	\$5,000	6	Good overall facility but club does not realise full potential with less than 100 members
Warragul	7693	Active Sustainable Club	79	6	\$85	6	Reasonable membership but the club is struggling financially. Three courts also need urgent repair.
Willow Grove	761	Active Sustainable Club	42	4	\$7,316	2	Best of clubs/venues in the area but is a multipurpose venue
Thorpdale	888	Active Sustainable club	Not advised	5	Not advised	Nil	Medium size venue

Location	Estimated Population	Type of Club	Number of Members	Total Courts	Cash Assets	Number of Courts with Lights	General Comments
Lillico	513	Active Sustainable Club	26	4	\$1,200	2	Club has been strong but only junior teams since senior competition has ceased
Neerim South	1597	Active Sustainable Club	42	Not Advised	\$1,868	Not Advised	Multipurpose venue (netball). Needs own separate venue to thrive.
Ellinbank	505	Active Sustainable Club	28	2	\$1,800	2	Poor facilities and small membership numbers, some night tennis but is need of help.
Yarragon	1730	Active Sustainable Club	17	3	Not Advised	Nil	In process of refurbishing club, in need of help.
Buln Buln	789	Active Sustainable Club	43	2	\$2,803	Nil	Small club that is well maintained, no immediate action needed. Lit courts may be a future request.
Jindivick	529	Active Sustainable Club	20	2	\$2,000	2	Small effective club with good paving in need of repairing and good lighting.
Modella	Not	Active Sustainable	Not	2	Not	Nil	Small active club with good courts and

Location	Estimated Population	Type of Club	Number of Members	Total Courts	Cash Assets	Number of Courts with Lights	General Comments
	Available	Club	advised		advised		moderate small clubhouse.
Hallora	Not Available	Active Sustainable club	24	2	Not Advised	Nil	Quite good courts with shelter rather than clubhouse. Football Club facilities are used.
Nilma	515	Active Endangered Club	7	3	\$78	Nil	No real possibilities for this undermanned club primarily due to poor location.
Westbury	Not Available	Active Endangered Club	6	6	Not Advised	2	Six court venue with large Clubhouse but now less than 10 members.
Hillend	182	Defunct Club	Nil	4	Not Advised	Nil	Club folded and trying to restart. Four solid courts but hazardous grass verges.
Labertouche	Not Available	Defunct Club	Nil	2	Not Advised	2	Defunct club, clubs could be resurrected with maintenance.
Longwarry	1460	Defunct Club	Nil	2	Not Advised	Nil	Defunct Club, solid pavements and is public (which the school mainly uses).
Rawson	353	Defunct Club	Nil	3	Not Advised	3	Club is winding up, excellent courts and new club house is on the way but

Location	Estimated Population	Type of Club	Number of Members	Total Courts	Cash Assets	Number of Courts with Lights	General Comments
							has an uncertain future.
Tanjil South	594	Defunct Club	Nil	2	Not Advised	Nil	Moderately Overgrown Courts
Coalville	Not Available	Public Use	Nil	1	N/A	Nil	Purely a public court (no club) but could do with a refurbishment to remove hazards
Ellinbank Reserve	505	Public Use	Nil	2	N/A	Nil	Excellent multi-purpose facility that can only be used when not required by netball
Neerim Junction	430	Public Use	Nil	1	N/A	Nil	No club, locals use courts for social tennis.
Noojee	295	Public Use	Nil	1	N/A	Nil	One neglected court and one multipurpose court for public use
Poowong East	Not Available	Public Use	Nil	2	N/A	Nil	Two overgrown courts with no active club. Potential for public use or to demolish.
Rokeby	436	Public Use	Nil	1	N/A	Nil	Well maintained single court used by locals for social tennis

Location	Estimated Population	Type of Club	Number of Members	Total Courts	Cash Assets	Number of Courts with Lights	General Comments
Totoora Road	321	Public Use	Nil	2	N/A	Nil	Courts maintained by Ex-club member for local's social use.
Thaloo Road	Not Available	Public Use	Nil	1	N/A	Nil	Purely a public court for local school to use.
Western Park	Not Available	Public Use	Nil	2	N/A	Nil	Two New Multipurpose Courts and clubhouse. Tennis activity needs to be queried.
Totals	N/A	N/A	530	87	\$32,150	36	N/A

Facility maintenance and capital works program

Tennis Victoria Technical Services Department reported little evidence of clubs providing an organised, effective maintenance and planned capital works programs. Although obtaining records was difficult, no club provided evidence that membership revenue (traditionally highest revenue stream) was geared at the replacement and maintenance of existing courts.

Initial Recommendation

In order to alleviate this as an ongoing concern, Baw Baw Shire is encouraged to ensure all clubs operate under a common lease agreement with Schedules mandating that clubs operate under a budget that includes provision for ongoing maintenance. Clubs failing to meet routine maintenance requirements that leads to faster than normal deterioration of clubhouse or courts will be required to pay for reconstruction work required to bring the facility back to standard. Tennis Victoria Technical Services ought to be engaged by Council on an annual basis to provide club maintenance education for club administrators.

Council recognises that 'Active Endangered' clubs go through periods of volunteer management decline and that a collaborative approach will be required to bring an existing facility back to an appropriately functioning level. Assessment of clubs will be valued on:

- capacity to meet operational financial obligations
- value of membership to meet maintenance and club contribution to capital works program
- current state of maintenance.

Council is encouraged to establish and promote an Emergency Club Development relationship with a minimum of one club per year that includes:

- grant support to meet budgetary financial obligations
- establishing membership benefits and promotions
- club committee and maintenance education sessions in conjunction with Tennis Victoria
- council supported maintenance until facility reaches sustainable level.

Council recognises that the provision of quality tennis facilities is greater than the capacity of even 'Active Sustainable' tennis clubs that have limited revenue streams and management potential. In return for clubs committing to lease schedules that provide community services such as: Open Days, Tennis in Schools Programs and targeted Programs (ie Mum's Tennis Program or Social Seniors), Baw Baw Shire should allow club access to a pool of capital works funding under a rotational basis.

Clubs that fall within the 'Active Sustainable' category will be eligible to access a Council derived pool of funding that will contribute to 50% of capital upgrade cost. Access will be required to be on a club annual, rotational basis and attendance at Tennis Victoria Technical Services education seminars. This allows Council to maintain a realistic level of funding and clubs time to raise their 50% of required funding through activity. Council must identify a figure of annual funding provision that is relative to at least 50% of the cost of projects.

Given the current standard of facilities and required upgrades after Tennis Victoria Technical Services Audit Reports a reasonable annual pool of capital upgrade funding is \$200, 000 per year that may be reduced once adequate facilities are established.

Initial establishment of the rotation may use criteria using the following guidelines:

- existing capital funding reserves
- current lifespan stage of facility
- evidence of capital upgrade planning
- evidence of commitment and ability to provide extended tennis services as a result of upgrade.

Communities that have clubs that fall within 'Defunct' category are encouraged to meet with Council immediately. This must be a requirement for a club in order to decide if the facility ought to become either categorised as 'Active Endangered' therefore becoming part of the Emergency Club Development Program or 'Public Use' only.

Council is to identify in collaboration with Tennis Victoria which facilities to maintain as 'Public Use'. These will be identified strategically, through local demographics, with the aim of facilities that do not threaten local member-based club sustainability and for the potential of future club provision.

Overall facility standard / provision

The Technical Services Department reported that that the overall standard of facilities is particularly low in comparison to other areas in Victoria. This is attributed to the combined factors of:

- Structured competition tennis not meeting the communities needs therefore reducing revenue capacity.
- Decreasing number of volunteers who are time-poor and/or not being retained.

Initial Recommendation

Council is encouraged to adopt a new strategy for the provision of tennis facilities under the Tennis Victoria provided classification system. A commitment to a tennis specific pool of funding is required in order to support existing volunteer managed facilities.

Three 'Active Sustainable' Tennis Club Administrators (Warragul North, Drouin & Warragul) have expressed interest in establishing a Regional Tennis Centre. Regional Tennis Centres are defined as full-time professionally managed member-based tennis facilities. Importantly, this discussion has taken place without the expressed support of existing memberships or total committees. The establishment of a Regional Tennis Centre will affect the operational performance and capacity of existing 'Active Sustainable' clubs so would require rationalisation of these three clubs. Regional Tennis Centres have sustainable benefits separate to the activity of volunteer managed, member-based clubs that includes:

- full-time professional management
- higher customer and member service

- commercial tennis services combined with greater member benefits
- twelve month, seven day a week operations
- lower dependence on volunteers and allows volunteers to focus on social and competition activity rather than legal and financial obligation
- increased service capacity and revenue streams
- increased capacity to host state, national and international events.
- potential to add further service options in the future.

Sustainable professionally managed, member-based Regional Tennis Centre's are evident throughout Victoria. Examples can be found at Traralgon Tennis Centre, Bendigo Tennis Association, Ballarat Tennis Centre (formerly Hollioake Park Tennis Association), Boroondara Tennis Centre and Casey Tennis Centre are all examples of this type of facility.

Regional Tennis Centre Overview – Casey Tennis Centre

Casey Tennis Centre is leased by Tennis Victoria and has been operating since August 2004. Casey Tennis Centre is a twelve-court Sand Filled Artificial Grass facility with modern clubhouse. Department for Victorian Communities 2003 research highlights that sport and recreation clubs have an average annual turnover of less than \$25,000. Clearly, while this may sustain a tennis club it will not develop it or allow capital upgrade. Casey Tennis Centre, as a professionally managed yet member-based club in conjunction with Narre Warren TC, had a first year operational 04/05 turnover of over \$100,000. Importantly, within the lease agreement, City of Casey remains responsible for upgrade and the lessee for maintenance costs. See Appendix A for a copy of the 2004 / 2005 Casey Tennis Centre Profit and Loss and Balance Sheet Statements.

Regional Tennis Centre Potential – Baw Baw Shire

The introduction of a Regional Tennis Centre within the Baw Baw Shire is dependent on successful consideration of the following feasibility factors as well as member support and asset rationalisation from the three previously mentioned Active Sustainable clubs. Tennis Victoria may be engaged by self-nominated 'Active Sustainable' clubs and the Baw Baw Shire to lead a working party towards the capital works program and operational management of a Baw Baw Tennis Centre. Prior to commitment to a Working Party each stakeholder will be required to consider the following factors:

Range of Stakeholders

A Baw Baw Tennis Centre is dependent on stakeholder alignment requiring a collaborative approach between the following parties:

- Baw Baw Shire: Commitment to providing capital upgrade of either an existing or new site facility with a competition standard court surface.
- Active Sustainable Clubs: Commitment to pooling resources and membership towards a new or re-developed facility. Merging of assets and club governance processes.
- Tennis Victoria: Commitment to project management and first years of 'Club Manager' operational support.
- Public: Capacity to reach target figures in social court hire, coaching services, night teams, kiosk utilisation and tournament participation.
- State Government: Ability to secure Major Facilities Grant Funding towards the establishment of Regional Tennis Centre.

Location

Must be close to public schools, local transport and public access. May be connected to a Regional Secondary or Primary School to enable access to Leading Schools Funding. Joint provision between other 'Active Sustainable' clubs provides efficiencies in administration and governance obligation. Visual exposure is critical with the requirement for lit courts to at least 11pm weeknights requiring consideration of a venue away from residential proximity. Accessibility is required for up to 250 people that may need carparking (up to 60 spots) for a 12-court complex.

Consideration of the ability for expansion in both clubhouse construction and courts is required as utilisation is maximised.

Design

Court construction requires suitable sub-surface inspection and subsequent reports. Consideration in the design phase must be given to:

- Ensuring access for disability groups
- The desired competition standard of facility both now and in the future.
- Area of land to incorporate spectator seating
- Clubhouse floorplan to include tournament operations separate to club management and administration areas.
- Ensuring standard and quality of finish.

- Tennis specific requirements such as coaches and maintenance equipment, patron flow through clubhouse, event control.

Market Analysis

'Buy in' of Active Sustainable clubs will ensure immediate patronage as well as membership and coaching base. Potential customers will be attracted relative the activities of a commercial tennis centre with full-time management and expanded services such as functioning kiosk, pro-shop and playing options. Existing regional tennis centres have court utilisation rates higher than national trends.

As an example, Casey Tennis Centre (twelve court facility, 1st year of operation, one member-based club connected) has the following weekly utilisation:

Use	Number of Patrons
Coaching	220
Membership	210
Intra-competition	150
Inter-competition	64
Total	644

Tennis Activity Potential

Requires examination of local demographic in relation to current uptake of other local sport and recreation competitors. Sensitivity analysis of introduced tennis services combined with maintaining existing client base. There is little evidence of Baw Baw tennis providing to the community exp regular intensive weekly coaching programs at any venue that maintain low pupil to coach ratios with a high emphasis on progressive development and pathway achievement.

Management

Professional management provides consistent communication point and immediate access to available services. This increases the capacity of previously unavailable revenue streams. Employment costs increase requires ongoing support of Baw Baw Council for capital upgrades of a Regional Tennis Centre. A Board of Management would be required to uphold membership rights, receive reports, ensure Centre Manager accountability and establish strategic directions.

As the Baw Baw Tennis Centre is established the Board will also become responsible for maintaining a sustainable asset management plan and liaising with Council for the completion of capital works programs.

Financial Viability

See Appendix A under first year of Casey Tennis Centre operation. Tennis Victoria may provide forecast budget and 3-year targets as the working party develops.

Initial funding may come from a variety of sources that would depend on the working party and location of proposed venue. Further, it is important to progress a facility over a three year period as funding becomes available rather than consider the project in one financial year.

Sample Baw Baw Regional Tennis Centre Capital Development Budget

Internal Area for Baw Baw Regional Tennis Centre Capital Development Budget

Internal Area	Year One (\$)	Year Two (\$)	Year Three (\$)	Total (\$)
Membership Subsidy Contribution	10,000	15,000	20,000	45,000
Operations	10,000	10,000	10,000	30,000
Asset Rationalisation of Active Sustainable Clubs	150,000	Nil	Nil	150,000
Sub-Total	35,000	25,000	30,000	225,000

External Area for Baw Baw Regional Tennis Centre Capital Development Budget

External Area	Year One (\$)	Year Two (\$)	Year Three (\$)	Total (\$)
Baw Baw Shire Direct Support	200,000	200,000	200,000	600,000
SRV Major Facility Grant	150,000	Nil	Nil	150,000
Tennis Australia Facility Loans Scheme	50,000	Nil	Nil	50,000
Leading Schools Fund	100,000	Nil	Nil	100,000
Sub-total	500,000	200,000	200,000	800,000

Combined Area for Baw Baw Regional Tennis Centre Capital Development Budget

Total	535,000	225,000	230,000	1,025,000
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Baw Baw Shire may consider the practice of other rural local government authorities in capital works projects. A Regional Tennis Centre may be constructed over a three-year period in stages rather than within a single year budget period. For example:

Relevant Year	Construction Area
Year One	Clubhouse and four courts
Year Two	Four more courts
Year Three	Four more courts and extension of clubhouse

This would require a commitment to Regional Tennis Centre funding in capital works program of approximately \$200, 000 per year rather than a single development cost of \$600, 000.

Economic and Social Impact

Regional Tennis Centres enjoy higher local utilisation than locked member based tennis facilities. Local economic impact of Regional Tennis Centres increases significantly as a result of capacity to host state to international standard events. On request, local economy impact statements, as a result of tennis events, may be provided by Tennis Victoria. The social benefits of playing sport are well documented within VicHealth research. Importantly, a Regional Tennis Centre engages other community groups, particularly schools, in a coordinated framework of activity giving much the same experience for Council as the successful West Gippsland Arts Centre. Tennis, unlike other recreational and sporting pursuits provides opportunity for active participation for a wide scope of age groups.

Operational management and membership

Tennis Victoria Technical Services report that current Baw Baw tennis operations are in sharp decline because tennis enthusiasts migrate to the better standard facilities. These types of venues are in increasingly short supply. Baw Baw Shire may consider that tennis facilities are at an appropriate standard when patrons choose facility based on local proximity and cultural comfort. Cultural comfort is defined as a facility choice based on club member values (social, friendly, fitness, healthy) as well as high levels of customer satisfaction.

Baw Baw is suffering tennis decline as existing clubs in all Tennis Victoria defined categories have either not recognised current tennis service trends nor do they have the capacity to address them.

Trends in tennis participation include:

- Strong junior membership and active participation gained either through coaching or competition.
- Strong internal, weekday, adult social competition night tennis patronage.
- Reliance on coach support for targeted participation programs such as Seniors' Social Tennis Program and Mums' Tennis Program.
- Reliance on professional coach to recruit membership base and provide a variety of services that may include maintenance and social activities.
- Decline in weekend, association based adult competition
- Reluctance to commit to twelve month membership periods.

Initial Recommendation

Baw Baw Tennis is suffering from lack of coordinated direction in the provision of services. Recognising significant statewide trends Baw Baw Council is encouraged to engage the following immediate actions.

Baw Baw Shire to mandate in lease agreement Schedule that clubs with lighting must support each other rather than develop a competitive operating environment that only serves to weaken tennis participation by patrons consistently supporting one growing club only to a neighbouring clubs demise.

- Identify 'Active Sustainable Clubs' that have lights (Drouin, Warragul North, Warragul and Trafalgar) and subsidise the employment of a 'Baw Baw Night Tennis Convenor'.
- Market a coordinated Baw Baw Night Tennis Competition.
- Establish a Baw Baw Night Tennis Income Budget to be distributed proportionally.
- 18 available lit courts per night provides for:
 - 9 matches per night;
 - 36 players
 - \$10 per night for 5 nights (including Friday night Junior competition)
 - \$1800 weekly income to be distributed to all participating clubs on a 'number of lit courts' basis OR a total tennis club community basis.

Baw Baw Shire may also consider the benefit of ensuring all clubs remain affiliated with their state body, Tennis Victoria towards the following major benefits:

- Provision of Public Liability, Professional Indemnity and Directors and Officers Insurance
- Club Administrators serviced for grant application support, business planning and volunteer education / recognition
- Targeted participation program provision
- Access to high performance programs and pathways
- Events to foster player development

Sample Budget: Income for Baw Baw Shire Night Tennis Competition

Income Area	Weekly (\$)	Ten Week Competition (\$)	Four Competitions Per Year (\$)
Player Fees	1,800	18,000	72,000
Baw Baw Subside	0	0	25,000
Sponsorship (\$2000 per club)	200	2,000	8,000
Total	2000	20000	105000

Sample Budget: Expenses for Baw Baw Shire Night Tennis Competition

Expenses Area	Weekly (\$)	Ten Week Competition (\$)	Four Competitions Per Year (\$)
Participant Tennis Victoria Affiliation	0	3,060	12,240
Advertising	0	1,500	6,000
Promotions/ Prizes	180	1,800	7,200
Balls	125	1250	5,000
Lighting	80	800	3,200
Court Maintenance	100	1,000	4,000
Night Convenor: Employment	0	0	35,000
Total	\$485	\$9,410	\$72,640

Sample Budget Profit/ Loss is \$32,350.

Return per Lit Court

Name of Club	Number of Lit Courts	Estimated return over Four Competition Years (\$)
Trafalgar Club	2	2,940
Warragul North	6	8,822
Warragul	6	8,822
Drouin	8	11,763
Totals	22	32,347

Provision of tennis-based services

Baw Baw Tennis does not provide valued member benefits for club members with low team participation rates in association based competition for senior players. Individual clubs offer limited social activity that often only engages existing members. Coaches are junior focused with an emphasis on skill activity for participation standard rather than player development. There are no coaches within Baw Baw Shire that have a single club focus resulting in limited program opportunities that are coach generated. Existing administrators have a long history of service with no evidence of successful succession planning of committee members. This generally leads to volunteer burnout and an inability to focus on development issues as available time is spent on competition and membership administration and governance procedures.

Initial Recommendations

Clubs categorised as 'Active Endangered' by Technical Services will be provided with administration support in the form of the Emergency Tennis Club Development Program leading to an opportunity to rebuild an administration base. Depending on the proximity and decision of a Regional Tennis Centre, clubs chosen to participate in this program first will be of highest significance to maintaining access and opportunity to tennis for the Baw Baw population.

'Active Sustainable' Clubs are to be extended new lease agreements highlighting capital works opportunity for those clubs willing to adhere to a criteria that includes extending tennis services to the community. These may be coach or volunteer driven but will provide incentive to galvanise a club membership in anticipation of improved facilities. Historically, rural sporting clubs with facility improvement goals demonstrate an ability to generate and increase social and membership activity.

'Active Sustainable' clubs will be encouraged to develop the following activity schedule that will increase the profile and activity of tennis services offered.

- Open Club Days
- Mum's Tennis Program
- Social Seniors Program
- Coach directed social play days
- After Work Twilight Social Hits
- Club Members Tournament
- Club Participation in Baw Baw Junior Masters Series
- Hosting Annual Open Tournament – Round Robin or Compass Draw events
- Tennis in Schools Program

Mandating activity through the use of Lease Schedules requires commitment from Baw Baw Shire for auditing and support service. Councils experiencing low club commitment to lease schedule outlines also have no policy for ensuring adherence to lease commitments.

Court Availability / Court Usage

Currently there are 61 courts in the Active Sustainable and Active Endangered Club categories - with a further 13 courts in the Defunct Club and another 13 in the Public Use category. Regardless of court standard, there are 87 potential tennis courts available for use in a population of approximately 35, 000. This provides for 1 court per 402 head of population, considered by Tennis Victoria as adequate for maintaining growth in participation. Clearly then, tennis in Baw Baw is suffering from a lack of quality courts and service provision rather than a dearth of facility.

Focusing capital works and administration support on facilities committed to extending valued services and products assists to ensure the overall sustainability of the sport. Further, rationalising some tennis facilities, particularly those already categorised by Tennis Victoria within the Defunct or Public Use categories, assists to decrease maintenance and capital upgrade requirements.

Capital support for courts able to sustain maintenance programs as well as provide services to the public is considered by Tennis Victoria as the best use of council resources.

Council maintenance of Public Use facilities is encouraged, particularly in remote, low population locations to promote social participation in tennis and the potential for engaging in organised tennis activities at other venues.

Lease agreements, extended to existing tennis clubs ought to consider stipulating a requirement to commit to an ongoing maintenance program that is provided by Tennis Victoria Technical Services that includes participation in an annual court maintenance education seminar. This provision is required due to low evidence of current court maintenance programs. Further, this may stimulate a collaborative approach to court maintenance amongst clubs. Currently, Active Sustainable clubs all have similar court surface types yet do not have a collaborative approach to maintenance.

Commitment to provision of Junior Competition

Baw Baw Shire has been serviced in the provision of tennis administration by several associations committed to providing a club-based competition structure for members of clubs. Recently, intra-club night tennis competitions have proven very popular with senior club members. Junior member participation rates remain healthy with all Active Sustainable clubs having evidence of a junior base in local competition. Importantly, it has been a strong volunteer commitment that continues to provide this opportunity contributing to the relative health of membership of most clubs. The volunteers that coordinate junior competition within Baw Baw undoubtedly provide the strongest link to club sustainability.

Juniors are supported by the provision of several coaching services provided by independent coaches either based locally or outside of the Baw Baw district. Other junior focused activities include an annual tournament hosted by Drouin tennis club that aims to provide local participants with match play experience.

Initial Recommendations

Baw Baw Shire to engage all Junior Convenors at Active Sustainable Clubs to for definitive direction for juniors in the areas of:

- Coaching: Ensure coaching services are promoted and available by appropriately qualified and registered coaches throughout the Baw Baw Shire region. Engage Tennis Victoria to ensure there is an ongoing Tennis in Schools program provided.
- Match play: Each Active Sustainable club is invited to host a minimum of one event per year in a Baw Baw Junior Masters series where junior players are provided with points for performance in a compass draw event series. Compass Draws provide multiple events, unlike knockout draws, as well providing incentive for performance. A Junior Masters Series will provide profile to Baw Baw Tennis as well as individual match play experience that is a pre-requisite of tennis high performance.
- Association Play: Volunteers that provide the ongoing structure and administration for junior tennis to be publicly commended on an annual basis by Baw Baw Shire as well as Active Sustainable clubs.

High Junior Participation Rates

High junior participation is largely due to the commitment of local volunteers to provide a structure and profile for juniors. Baw Baw Shire is encouraged to recognise the positive contribution of local volunteers that provide the perception of a healthy country lifestyle for families. High junior participation rates highlights the strong value placed on tennis by parents and the local population for Baw Baw Shire and contributes towards justification for Council budgetary support in facility upgrade.

Global, National and State Tennis Profile

Evidence within the Executive Summary demonstrates that Baw Baw tennis is enhanced because tennis has a global profile as well as being provided with significant benefit from being located in the state of a Grand Slam event. This profile assists to ensure ongoing participation involvement by all members of the community. Provision of improved tennis services in a Baw Baw tennis community has a strong opportunity of success as a result of benefit gained from associated desirable values and profile adding activities such as televised international events and local spectatorship at the Australian Open.

Appendices

Appendix A: Casey tennis Centre Profit and Loss Statement

01/07/2004 to 30/06/2005

Income

Income Area	Income Amount (\$)
Membership – General	18,651.00
Kiosk Sales	13,892.48
Night Competition	17,510.70
Tournament Fees	395.00
Group Court Hire	2,548.00
General Court Hire	10,238.41
GST on Income	(9,943.68)
Sponsorship/ Grants	1,120.00
Coaching	44,796.15
Total Income	99,208.06
Cost of Sales	Nil
Gross Profit	\$99,208.06

Expenses

Expenses Area	Expense Amount (\$)
Accounting Fees	271.25
Bank Charges	792.88
Competition Software	87.00
Depreciation	252.00
Office Supplies	2,683.05
Advertising	8,822.49
Equipment – Maintenance	515.25
Equipment – Purchases	6,205.40
Subscription – Affiliation Fees	1,785.50
Night Tennis – Promotions	1,813.42
Kiosk Supplies	8,930.06
Supplies	322.85
Support Staff – Contract	11,679.00
Coaches – Contract	20,229.60
Centre Manager Payments	35,000.40
Internet Optus	434.77
Electricity	5,529.77
Cleaning	851.00
Telephone	2,691.28
Operating Profit	(9,688.91)
GST on Payments	(9,402.01)
Net Loss	(286.90)

Appendix B: Balance Sheet

As of June 2005

Assets Summary

Asset	Amount (\$)
Casey Tennis Centre Cheque Account	14,056.96
Petty Cash	100.01
Trade Debtors	13,400.00
Inventory	Amount (\$)
Inventory – Supplies	300.00
Inventory – Canteen	1,000.00
Office Equipment Furniture and Fixings	5,590.90
Office Equipment Furniture and Fixtures – Other Departments	(252.00)
Total Assets	34,195.87

Liabilities Summary

Liabilities	Amount (\$)
Trade Creditors	6,650.00
Court Coverage	833.00
Narre Warren Tennis Club	58.10
GST Collected	9,943.68
GST Paid	(9,402.01)
Establishment Loan	13,000.00
Total Liabilities	21,082.77

Equity Summary

Equity	Amount (\$)
Grant – City of Casey	13,400.00
Current Year Earnings	(286.90)
Total Equity	13,113.10