

Service Review Council Involvement in Tennis Clubs



May 2017

Executive Summary

Council has 10 Tennis Clubs operating in the Shire on Council owned or managed courts. These clubs exhibit a varying level of financial capability and participation levels. Council provides support to these clubs through facility provision and capital improvements. Day to day operations of the clubs and facilities are generally managed by the clubs.

The G21 Regional Tennis Strategy was adopted by Council in July 2015. The Vision in the Strategy is that: By 2025 the G21 Region will be Victoria's fastest growing and most accessible region for tennis.

The sport, at a strategic level, receives strong guidance from Tennis Australia and locally through Tennis Victoria. These bodies provide guidance to clubs and Local Government to promote club and broader sport sustainability. 85% of Council's in Victoria have tennis venues located on Council owned land.

At the conclusion of this review, the following recommendations, supported through discussion in this document, are made:

1. Due to the inconsistent governance arrangements and vulnerability of a number of existing clubs, Council should remain involved in the ownership and provision of tennis infrastructure across the Shire. This is consistent with the critical actions listed in the G21 Regional Tennis Strategy 2015-25
2. Council should group clubs into categories based on membership levels and guide larger clubs to be more self-sufficient. This is consistent with the Key Directions of Tennis Victoria. This should, over the longer term, lower Council's ongoing contribution to the service.
3. Council must, as a priority, develop new leases for all clubs occupying Council owned or managed facilities.
4. Council should support the proposed merger between Jan Juc, Torquay and Bellbrae Tennis Clubs.
5. New leases for Anglesea, Aireys Inlet and the merged Torquay/Jan Juc/Bellbrae club should include the following key elements (all of which are recommendations of Tennis Victoria):
 - a. A requirement for the clubs to complete, with the assistance of Council and Tennis Victoria, Operational Health Checks in line with the strategic desires of Tennis Victoria.
 - b. An indicative asset lifecycle management model (prepared by Council, agreed to by the Club) which identifies the cost for asset maintenance and renewal.
 - c. A requirement for the clubs to contribute a percentage (TBC) of the calculated lifecycle costs. This should be held in a fund managed Council.
 - d. Encourage the completion of Club-Coach agreements and include a strong recommendation that a club coach not hold a voting position on a club committee.
 - e. A requirement to transition to TV's 'Book A Court' system to make it easier for casual user to access the facilities.
6. Work with the Jan Juc Tennis Club (or the new merged entity) to investigate an option to provide a single free public access court at Jan Juc.

7. Clubs that do not currently allow free public access should be encouraged to facilitate greater access through cheaper court hire and/or free use periods. This is in addition to the previous recommendation about 'Book A Court'.
8. Council should apply more fiscal discipline to prioritise court renewal or upgrade projects. Recent capital expenditure has been in excess of what is nominally allocated for court renewal projects.
9. Membership levels at Moriac and Deans Marsh should be monitored to see if it falls into the larger club category and therefore qualifies for the above operational requirements.
10. Coaches operating without a link to a club should be charged via a Commercial Operator mechanism or similar.
11. Consider the future challenges with tennis in Winchelsea. A separate analysis should be considered in line with other township investment decisions.
12. Analyse membership and participation rates at Mt Moriac and Bambra when considering future investment in these facilities.
13. In line with G21 Tennis Strategy:
 - a. Decommission or re-purpose courts at Bellbrae Lower (Heartspace), Mirnee and Buckley. The latter two are budgeted to be decommissioned in 2017/18.
 - b. Gnarwarre is to be reduced from 2 courts to 1 court in 2017.
 - c. Court numbers at Mt Moriac were reduced from 3 courts to 2 courts in 2014.

An indicative implementation plan for these recommendations is shown at Appendix 5 of this report.

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1. Review Scope and Methodology

a. Project Purpose

This project will:

- Review the current arrangements between Council and organized Tennis Clubs operating in the Shire, including Lease arrangement, financial support (current and future) and governance support;
- Make recommendation about Council's longer term involvement in Tennis Clubs and their associated facilities; and
- Consider broader principles around Council's involvement and support for community recreation clubs and facilities.

b. Scope of Review

In Scope	Out of Scope
<ul style="list-style-type: none"> • Collecting and presenting data about the current arrangements including finances 	<ul style="list-style-type: none"> • Reviewing Tennis Clubs where Council is not involved
<ul style="list-style-type: none"> • Confirmation about Council's current role in the variety of Tennis Clubs 	<ul style="list-style-type: none"> • Delivering the recommendations of the review
<ul style="list-style-type: none"> • Benchmarking other Councils 	<ul style="list-style-type: none"> • Reviewing the provision of tennis courts and associated clubrooms where there are no clubs present
<ul style="list-style-type: none"> • Discussion with Tennis Clubs 	<ul style="list-style-type: none"> • Policy development
<ul style="list-style-type: none"> • Inform future policy development 	
<ul style="list-style-type: none"> • Prepare a report for Council adoption 	

2. Current Situation

a. Clubs and Facilities

The table presented at Appendix 1 details all tennis facilities in the Surf Coast Shire and includes information on key items such as:

- Facilities available including asset condition;
- Governance arrangements, including the presence of an organized club; and
- Historical expenditure

A summary of the facility information from this table is presented below:

- There are 18 separate tennis facilities in the Shire, with 54 tennis courts.
- 10 of the 18 facilities have clubs associated with them the others act as active recreation spaces only. Clubs are operating at:
 - Aireys Inlet
 - Anglesea
 - Bambra
 - Bellbrae
 - Deans Marsh
 - Jan Juc
 - Moriac
 - Mt Moriac
 - Torquay
 - Winchelsea
- Five of the tennis facilities (four with clubs) are on Crown Land, the remainder are on Council owned land.
- Five of the clubs lock the courts and operate a key system for members and a booking system for casual users. All other courts are open and available for use.

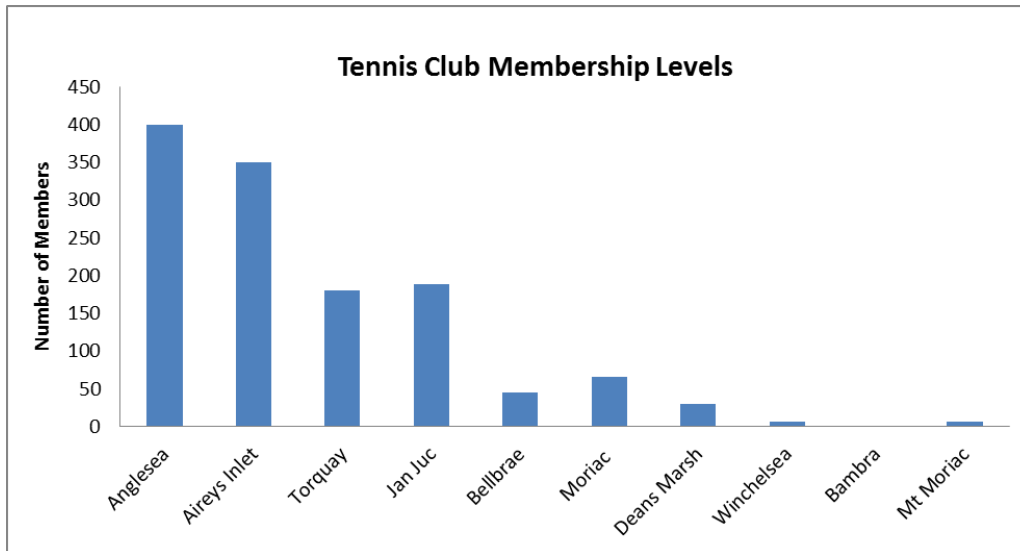
To better understand the way the 10 clubs operate, their financial viability and their relationship with Council, a face to face survey was completed with club representatives. These discussions were held with seven of the 10 clubs with Deans Marsh and Bambra providing written responses while Aireys Inlet did not return various invitations to participate.

An important piece of information received during these discussions was an understanding of the plans for the clubs at Torquay, Jan Juc and Bellbrae to merge into a single entity that would continue to operate out of all three venues. The intention is to create a more appealing offering for members relating to both facility access but also to competition numbers. These clubs are already strongly linked through a merged junior coaching and competition structure.

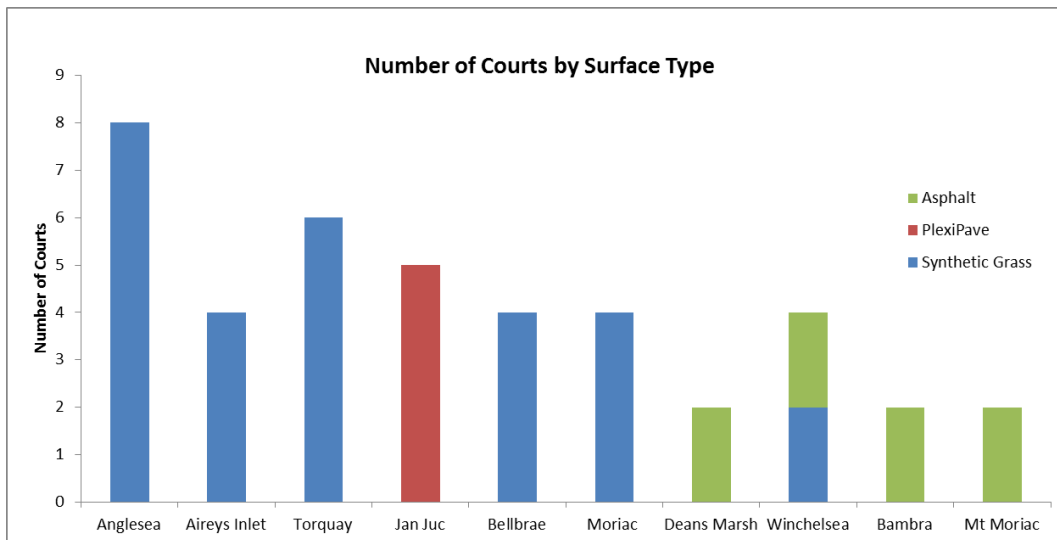
Other key pieces of information gathered from the clubs are represented below in graphical form.

The chart below shows current club membership levels. Anglesea advises that they have a very strong membership base, a large majority of which are non-permanent residents. Though we did not speak with them the Aireys Inlet figures (from a 2015 facility use survey)

would also be expected to include a strong proportion of non-permanent residents. Membership numbers for Torquay and Jan Juc are relatively low compared to population and would be expected to have capacity to grow. Numbers at Bellbrae and Moriac are modest whilst there are very low figures in Winchelsea, Bambra and Mt Moriac.



The chart below highlights that the larger, more financial clubs have been able to pursue court surface upgrades towards synthetic grass or similar whereas the smaller clubs are still playing on basic asphalt courts.



Clubs provided information regarding their own finances including an indication of financial position based on the clubs most recent financial year. Clubs finances are strongly linked to the size of their membership base with Anglesea the best financially performing club, though with profits still less than \$20,000 per annum. Other clubs profit levels were stable, which is not surprising considering their low level of revenue and expenditure. Clubs such as Torquay, Jan Juc and Bellbrae were able to generate modest profits between \$2,000 and \$5,000 per annum on average. Other smaller clubs not listed above do not generate any annual profit and generally live within their means.

The table below describes the building facilities made available to clubs for use as clubrooms. A number of these clubs share multipurpose facilities. All clubs are required to pay utility costs associated with their facilities. Tennis clubrooms are generally very modest facilities, particularly compared with football or cricket related facilities. Most are in reasonable condition considering their age. An estimate of annual renewal and maintenance expenditure for each facility is included. Where clubs are part of shared facilities this has been reduced to account for the clubs estimated level of use.

Club	Building Valuation	Condition Rating	Estimated annual renewal*	Comments
Aireys Inlet	\$949,000	Very good	\$3,796	Tennis club a small part of community hall – assume 20% cost share
Anglesea	\$364,000	Very good	\$7,280	Single purpose facility
Bambra	\$629,000	Good	\$1,258	Tennis club use community hall – assume 10% cost share
Bellbrae	\$317,000	Very good	\$6,340	Single purpose facility
Deans Mash	\$60,000	Fair	\$1,200	Single purpose facility
Jan Juc	\$1,011,000	Good	\$4,044	Tennis club a part of community hall – assume 20% cost share
Moriac	\$761,000	Good	\$1,522	Tennis club a small part of community hall – assume 10% cost share
Mt Moriac	\$171,000	Good	\$1,026	Tennis shares facility with netball club – assume 30% cost
Torquay	\$240,000	Good	\$4,800	Single purpose facility
Winchelsea	\$200,000	Poor	\$4,000	Single purpose facility

* Estimated annual renewal based on 2% of valuation

b. Public Access

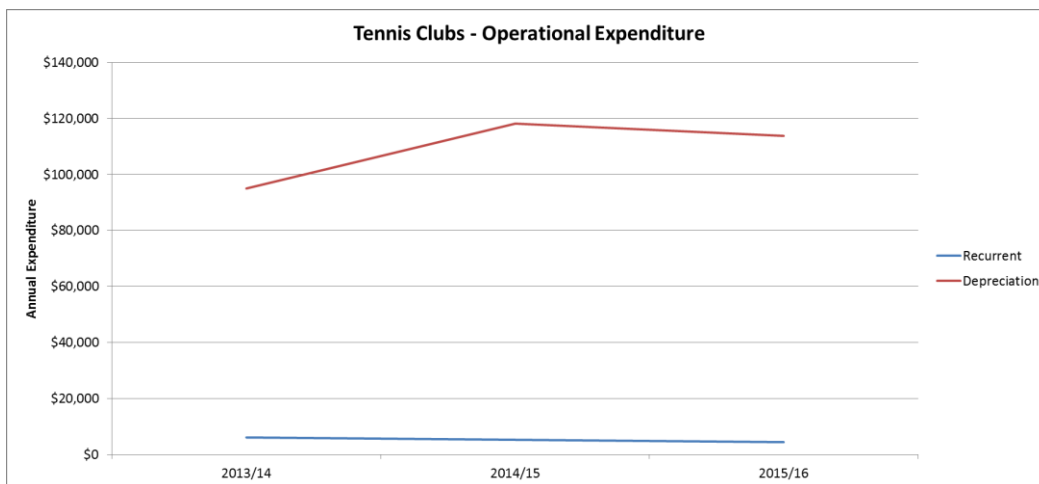
Free public access is available at courts at Bambra, Deans Marsh, Moriac, Mt Moriac and Winchelsea plus the eight facilities without clubs. Courts at the remaining five clubs are locked and public use, though available, is via a court hire fee, generally \$20 per court per hour (\$10 per hour at Bellbrae). Court hire costs are paid via a range of methods from direct payment to club presidents to payments via local businesses, who also manage keys for court access.

Anecdotally these courts are locked to protect the synthetic surfaces from misuse and vandalism. The locking of the courts is also linked to the clubs historical contribution to the court upgrades and the ongoing court maintenance responsibility.

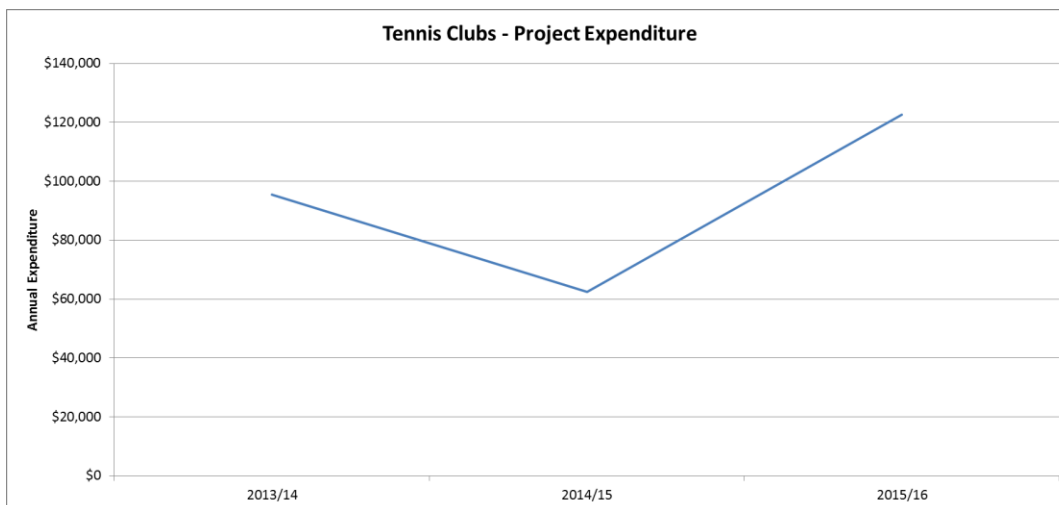
City of Greater Geelong has a policy position that requires all courts to provide free public access to a minimum of two courts at each venue. This concept would be new to Surf Coast Shire. The configuration of the existing courts makes it problematic to separate courts by fencing (courts are unlikely to meet minimum clearance requirements between edge of court and fencing). Opportunity may exist at Jan Juc - this is discussed further in section 5 of this report.

c. Service Cost

Recent recurrent and project expenditure for all tennis facilities in the Shire are captured in the table at Appendix 1. The majority of recurrent costs at the facilities, for Council, relate to insurance for buildings and courts. This is part of Council’s broader facility insurance policy. Council also accounts for a depreciation figure for the building and courts assets. A summary of these recurrent and depreciation costs, for the Tennis Clubs only, are shown in the chart below.



The following chart shows the project related costs for the Tennis Clubs only over the past three years.



In addition to the information presented at Appendix 1 and above, the following table shows works that have been undertaken, or and planned to be undertaken, in the next 12 months:

Project	Funding Source		
	Council	Club	Grant
Anglesea Tennis Club – replace four asphalt courts with synthetic grass (COMPLETE)	\$61,000 + project mgmt.	\$57,000	\$80,000
Torquay Tennis Club – resurface four synthetic grass courts (COMPLETE)	\$48,000 + project mgmt.	\$18,000	\$0
Aireys Inlet Tennis Club – resurface two synthetic grass courts (IN PROGRESS)	Project mgmt. only	\$43,000	\$15,000
Jan Juc Tennis Club – resurface five flexi-	\$75,000 incl.	\$0	\$0

pave courts (<i>PLANNED 17/18</i>)	project mgmt.		
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The funding arrangements for these court replacement / renewal projects are clearly inconsistent. The replacement projects at Anglesea, Torquay and Aireys Inlet were largely club driven and this is shown by their contribution to these projects. It is likely that the club contribution amount is a reflection of their financial position. The proposed Jan Juc program is an asset renewal project driven by asset condition.

Importantly Council's capital contribution to tennis facilities over an 18 month period will be in excess of \$180,000 plus project management time. Following this a large portion of the Shire's well used courts will be in an excellent condition.

Council's nominal commitment to tennis courts, through renewal programs and confirmed in the G21 Regional Tennis Strategy is \$60,000. This historically is for court surface renewal so also includes work for netball courts. Recent years has seen Council allocate far more than this to tennis court renewal and upgrade project.

3. Strategic Context

a. G21 Regional Tennis Strategy 2015 - 2025

The G21 Regional Tennis Strategy was adopted by Council in July 2015.

The Vision in the Strategy is that: By 2025 the G21 Region will be Victoria's fastest growing and most accessible region for tennis.

The Strategy has listed the following key Strategic Priorities and Objectives:

1. Structure of Tennis – Develop an aligned and collaborative structure to manage tennis.
2. Participation – Grow tennis, its range of activities and its year round appeal.
3. Facility Provision and Renewal – Reposition the tennis facility mix to align with future needs and demand.
4. Club Support and Development – Support clubs and venues to grow their capacity and improvement management and operations.
5. Servicing and Delivery – Promote tennis and provide resources (human and financial) to support change.

In the G21 Regional Strategy under the heading of 'Key Stakeholder Implementation Responsibilities' the following is stated for Local Government:

The five G21 LGAs have core responsibility to directly deliver tennis infrastructure planning, improvement and revitalization actions, as well as support participation and club development initiatives."

The Strategy includes a Municipal Action Plan for all G21 Councils. The Surf Coast Municipal Action Plan is shown at Appendix 4.

Some key items in this action plan include:

- Ongoing contribution of \$60,000 per annum to tennis related capital renewal projects;
- Retaining a minimum of four tennis courts in Winchelsea;
- Develop a policy that articulates Council's objectives for tennis coach use of community facilities;
- Consider amending Council's tenancy occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off court programs and initiatives.
- Decommission a range of rural tennis facilities due to lack of use.

Recommendations in this report will reference compliance, or otherwise, to the G21 Regional Tennis Strategy.

b. Governing Bodies (Tennis Australia and Tennis Victoria)

Tennis is governed at a national level by Tennis Australia (TA) and each state has its own arm of TA, in Victoria this is Tennis Victoria (TV). Both strongly reference the role Local Government plays in the ongoing support and development of the sport.

Key data from the TV Local Government Area Survey, 2014 highlights that:

- 85% of Council's in Victoria have tennis venues located on Council owned land.
- 78% of Council's in Victoria manage tennis venues located on Crown land.
- The predominant occupancy arrangement for Victoria tennis venues is via lease between venue operator and local government.
- Only 10% of Councils provide an annual capital improvement or renewal program specifically dedicated to tennis only infrastructure.

TA is very strong on providing a strategic vision and direction for the sport. A key strategic priority for the TA Vision is 'Places to Play'. This strategic priority has the associated strategic objective being to 'form leading partnerships in planning, building and managing quality places to play.'

The key TA document to guide outcomes for facilities is their published document 'Tennis 2020: facility development and management framework for Australian tennis'. This document suggests that Local Government 'is encouraged to contact and develop collaborative partnerships with TA and Member Associations to develop strategic directions for their regions and best use relevant grant funding.'

The same document identifies that 'Rising costs of surface replacement and consumer expectation of quality tennis program services, courts, clubhouse and surrounds makes small clusters of courts increasingly difficult to manage as self-sufficient and sustainable venues.' It goes on to say that 'sustainable practice, in tennis terms, is defined as a tennis entity having the resources to consistently maintain and upgrade the asset without reliance on external support.'

This element of sustainability carries through into the 'Four Pillars to Successful Tennis Venues', also a TA adopted strategic principal. These four pillars are shown below:



Accessibility: The venue is physically and economically accessible including to the public. The venue provides an adequate distribution and mix of programs and services.



Sustainability: Financially viable in to the future. The venue implements an asset replacement plan, derives its funds from a range of activities and puts aside operational surpluses annually. The clubhouse and courts are maintained creating a safe and welcoming facility.



Community benefit: Demonstrated by the venue's ability to provide value to the community through inclusive practices, including to non-club members. This is achieved through increased participation pathways, and opportunities for community to achieve an active lifestyle and social benefits.



Accountability: Venue operators make sound business decisions that means the venue and its operations are sustainable. Operational responsibilities of the venue are clear and measures are in place to meet the targets. Obligations to stakeholders, including local government, are met.

TV has also released a strategic document to align with the above referenced TA document. This document, titled 'Tennis Victoria's Places to Play Key Directions to 2020', includes a series of key directions with priority outcomes and key enablers to achieve these outcomes. One of these key directions, clearly linked to the TA four pillars, is to 'improve venue sustainability, use and capacity'. In this direction there are some items relevant to this review. The priority outcomes and key enablers in this area are as follows:

Priority Outcomes:

- Increase the number of venues completing annual Operational Health Checks
- Improved sustainability of all tennis venues
- Advocate for tennis specific venue occupancy arrangements
- More floodlit tennis courts

Key Enablers:

- Management model templates and education
- Operational Health Checks
- Tennis specific occupancy agreements
- Book A Court software and gate access hardware integration
- Club-coach agreement template and resources

It is important for Council to consider the strategic direction of the games governing bodies when formulating recommendations as part of this review.

4. Service Benchmarking

A level of information is provided below to put Council's position regarding tennis into a regional context. The following table shows the number of tennis venues, clubs and courts available in our neighboring Councils.

Council	Tennis Venues	Tennis Clubs	Playable Tennis Courts
Surf Coast	18	10	54
Geelong	48	33	218
Golden Plains	21	17	57
Colac Otway	26	14	67

A large amount of comparable information is also available in the G21 Regional Tennis Strategy.

There is a variation in the way Councils in the region treat their clubs in relation to access, maintenance and capital upgrade:

- Geelong has a policy which commits each club with a lease to maintain at least two courts available for public use. The club can apply to book these courts for completion play or coaching time. Clubs pay for nets on locked courts plus ancillary items such as umpire's chairs. Geelong pays for routine maintenance and attempts to pay for court renewal through its 10 year resurfacing program.
- Golden Plains requires all clubs to maintain at least one public access court. They fund a four year maintenance program for tennis courts and will also fund capital works projects including renewal if they are a priority in the development of its budget. Golden Plains advised they have a large number of courts in the Shire which are part of broader reserve committees of management direct with DELWP – they treat these as their own with respect to funding for maintenance and renewal.
- Colac Otway operates in a similar manner to Surf Coast in that they allocate \$50,000 per year to a tennis court renewal program. They will generally seek grants if greater expenditure is required. They also provide some contribution to maintenance activities, though generally required the clubs to be self-sufficient in this space. The Colac Lawn Tennis Club is a large regional level facility and generally has financial capability to self-manage with very little involvement from Council.

5. Discussion

a. Council or the Club?

The information provided by the clubs indicated that there is clearly a diverse level of financial capability and community support amongst the clubs. Some are relatively strong whereas a number of them are struggling to retain a small membership base. It is clear that five of the ten clubs do not have the potential to become more self-sufficient and could not operate in the long term without Council support. This support currently is provided by way of asset ownership and funding of these assets. There is an option available for Council to continue to fund these assets without being responsible for them.

Current land governance arrangements are varied as are the facilities that support tennis. The table below seeks to highlight the variety in these arrangements:

Club	Council Owned Land?	Shared Building Facilities?	Located on broad recreation reserves?	Potentially financially capable?
Aireys Inlet	Y	Y	Y	Y
Anglesea	N	N	N	Y
Bambra	N	Y	N	N
Bellbrae	Y	N	N	With merge
Deans Mash	Y	N	Y	N
Jan Juc	Y	Y	Y	With merge
Moriac	Y	Y	Y	N
Mt Moriac	N	Y	Y	N
Torquay	N	N	Y	With merge
Winchelsea	Y	N	N	N

The benefits to Council of a change in governance arrangements with the clubs is clear, though benefits may not be significant, particularly if Council remains involved in the provision of grants through alternative programs. It is possible more value could be delivered by Council working closely with the clubs, and Tennis Victoria, to assist them become more self-sufficient.

b. Lifecycle Management

Through discussions with the clubs it became apparent that there is a strong level of autonomy from clubs on a day to day basis but there is clearly a reliance on Council to participate in large scale upgrades or renewal.

A number of clubs when asked about their ongoing level of Council contribution to their club replied that Council does not currently provide any day to day support. This shows a lack of understanding from the clubs about the actual operational costs of the facilities associated with their clubs.

It would be important for clubs to understand what the lifecycle costs of the club and associated facilities are. TA provides a level of guidance regarding the lifecycle costs associated with courts and ancillary assets associated with them – see Appendix 2. Using this as a guide, a court asset management plan can be established for each facility which would provide annual life cycle costs for the courts.

An example of a facility life cycle management model is shown at Appendix 3. This is for Torquay Tennis Club and includes the court infrastructure only, not the building. This model assumes court replacement every 12 years and assumes all assets are new to help build the model. This shows that an allocation of just over \$20,000 per annum is required to cover (theoretical) maintenance and renewal of all court infrastructure. These funds can be covered by club, Council or grants (as they currently are) or a push can be made for the club to plan to be more self-sustainable in line with the TA strategic principles and their four pillars. This would be a long term objective and not a short term reality.

c. Financial Capability

Clubs currently raise funds through limited avenues including club membership, court hire (in some instances) and routine player payment for ball money. Generally clubs are establishing their membership fees to cover the general expenses, with only a few clubs generating surpluses to fund future projects.

In discussion with the clubs there was no evidence of any fundraising, except for Moriac and Bellbrae, who had run modest fundraising activities. There was also no evidence of club sponsorship except for a small amount at Bellbrae; however there was evidence of volunteerism by suitably qualified people to assist with court maintenance.

Clubs with a larger membership base have capability to generate more revenue than other clubs through membership and other efforts. Currently only Anglesea and Aireys Inlet (anecdotally) have this capacity. A merged entity including Torquay, Jan Juc and Bellbrae should be able to reach this level if well managed. All other clubs do not currently have, nor are likely to have, a membership base that could see them operate as a self-sufficient operation.

A fully self-sufficient club would see them be able to fund the life cycle model requirement discussed above.

i. Opportunities

Clubs have a number of opportunities available to them to generate revenue to help them become more self-sufficient; as follows:

- Increase membership fees
- Attract more members
- Seek a level of contribution from coaches using facilities
- Fundraising
- Sponsorship
- Additional grants
- More court hire – make it more accessible – ‘Book a Court’

These are all challenges for the clubs, though are levers that are constantly pulled by other clubs i.e. surf lifesaving clubs, football clubs etc. to help fund their club and facility improvements. Tennis clubs are at risk of not being able to generate the participation levels necessary to be successful in the membership, fundraising and sponsorship areas.

d. Coaching / Commercial Use

Tennis coaching is seen, by the clubs and the governing bodies, to be a key action in the development of the sport, particularly for juniors. This was a strong message from the clubs spoken with as part of this project and is clearly demonstrated through the recent Winchelsea example discussed later in this report.

Within the Shire, the coaches themselves are heavily involved in the operation of the clubs including holding committee positions at Jan Juc and Aireys Inlet and running junior programs in Torquay, Jan Juc, Bellbrae, Anglesea and Aireys Inlet. The coaches themselves do not contribute financially to the clubs, except through membership. Coaches believe that their significant contribution to the management and operation of the clubs, particularly the junior programs, means they should be able to see some benefit from the use of the courts without paying for it.

Tennis Victoria have a position that while coaches do provide a valuable service they are very rarely paid by the clubs and it would normally be expected that coaches would contribute to the clubs to ensure they could meet their financial obligations, including funding future asset renewal. Tennis Victoria also believe that coaches should not hold voting positions on tennis club committees, but should be encouraged to participate in a non-voting capacity. To aid in transparency TV recommend that coaches and clubs have a written agreement which details court access arrangement, roles and responsibilities and any payments to be made.

There are examples of Coaches operating on tennis courts with no relation to the club. In this instance it would still be appropriate for the coaches, who are deriving income from activities on public land, to contribute to the ongoing maintenance and renewal of the tennis facilities. Where there is no relationship with the club, Council may elect to charge the coach directly using a mechanism based on State Government legislation for commercial use of Crown Land.

e. Free Public Access

As detailed earlier, free public access is not available at five of the facilities leased by Tennis Clubs.

Opportunities to improve this situation include:

- Reduce the court hire rate. Revenue from court hire for most clubs is relatively low with some clubs not being able to separate court hire revenue from general revenue.
- Implement Tennis Victoria's 'Book A Court' online booking and court access system. This removes the need to go through the current arrangements to get keys access to courts.
- Have designated free access days – ideally out of tennis competition periods, but during seasonally convenient times.
- Investigating fencing off a court at Jan Juc to enable one free public access court to be available while keeping the remaining four locked down. This investigation, to be completed in consultation with the Club, would need to focus on whether minimum court dimensions can be met. See image below.



Fencing at the other locked courts is far more difficult due to achieving minimum court dimensions. The plexi-pave surface at Jan Juc is less susceptible, than synthetic grass, to damage through misuse which leaves Jan Juc as a stronger candidate than other courts for public access.

f. Long Term Planning for Small Clubs

Clubs at Winchelsea, Mt Moriac and Bambra have very small membership bases and participation rates.

These are traditionally strong rural tennis centers, though have faded in popularity, a common issue for small rural tennis clubs. Mt Moriac and Bambra are both within close proximity (within 5 - 10 minutes) to another club and are clearly losing potential members and players to these clubs (being Moriac and Deans Marsh). Neither clubs require large amounts of Council funding, though it would be prudent to consider membership and participation rates when considering future investment in these areas.

Winchelsea is anticipated to grow in population in the medium term and so there is a dilemma with respects to investment in Tennis in this town. Currently there are two quality synthetic grass courts, two basic asphalt courts and very old, basic clubrooms. These facilities, open for free public access, are used by six members and an unknown number of casual users. The club has recently secured the services of a junior coach and has attracted 24 juniors to participate in this program. This is a strong sign toward potential growth in the sport, though this may not translate to future memberships. There are known health and wellbeing challenges in Winchelsea and Council may see a need to invest in facilities in Winchelsea to help attract participation as a way to addressing these health and wellbeing issues. This requires further investigation.

Clubs at Moriac and Deans Marsh are showing reasonable levels of membership and participation based on the size of the towns. These clubs should be provided every

assistance to help them grow and strengthen their positions. Over time these two clubs may increase in size to a point where they can become more self-sufficient.

g. Service Expenditure

Council's nominal commitment to hard courts surfaces (including tennis and netball), through renewal programs and confirmed in the G21 Regional Tennis Strategy is \$60,000. Recent years has seen Council allocate far more than this to tennis court renewal and upgrade project. Some further fiscal discipline, limiting contributions to the desired amount should be progressed – this will help guide club expectations. Clubs need to be aware that this discipline exists and that identified work for each club needs to be prioritised on an annual basis based on funds available.

6. Recommendations

The following are suggested recommendations following completion of this review.

1. Due to the inconsistent governance arrangements and vulnerability of a number of existing clubs, Council should remain involved in the ownership and provision of tennis infrastructure across the Shire. This is consistent with the critical actions listed in the G21 Regional Tennis Strategy 2015-25
2. Council should group clubs into categories based on membership levels and guide larger clubs to be more self-sufficient. This is consistent with the Key Directions of Tennis Victoria. This should, in the longer term, lower Council's ongoing contribution to the service.
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4. Council should support the proposed merger between Jan Juc, Torquay and Bellbrae Tennis Clubs.
5. New leases for Anglesea, Aireys Inlet and the merged Torquay, Jan Juc, Bellbrae club should include the following key elements (all of which are recommendations of Tennis Victoria):
 - a. A requirement for the clubs to complete, with the assistance of Council and Tennis Victoria, Operational Health Checks in line with the strategic desires of Tennis Victoria.
 - b. An indicative asset lifecycle management model (prepared by Council, agreed to by the Club) which identifies the cost for asset maintenance and renewal.
 - c. A requirement for the clubs to contribute a percentage (TBC) of the calculated lifecycle costs. This should be held in a fund managed Council.
 - d. Encourage the completion of Club-Coach agreements and include a strong recommendation that a club coach not hold a voting position on a club committee.
 - e. A requirement to transition to TV's 'Book A Court' system to make it easier for casual user to access the facilities.
6. Work with the Jan Juc Tennis Club (or the new merged entity) to investigate an option to provide a single free public access court at Jan Juc.
7. Clubs that do not currently allow free public access should be encouraged to facilitate greater access through cheaper court hire and/or free use periods. This is in addition to the previous recommendation about 'Book A Court'.
8. Council should apply more fiscal discipline to prioritise court renewal or upgrade projects. Recent capital expenditure has been in excess of what is nominally allocated for court renewal projects.
9. Membership levels at Moriac and Deans Marsh should be monitored to see if it falls into the larger club category and therefore qualifies for the above operational requirements.
10. Coaches operating without a link to a club should be charged via a Commercial Operator mechanism or similar.
11. Consider the future challenges with tennis in Winchelsea. A separate analysis should be considered in line with other township investment decisions.
12. Analyse membership and participation rates at Mt Moriac and Bambra when considering future investment in these facilities.

13. In line with G21 Tennis Strategy:

- a. Decommission or re-purpose courts at Bellbrae Lower (Heartspace), Mirnee and Buckley. The latter two are budgeted to be decommissioned in 2017/18.
- b. Gnarwarre is to be reduced from 2 courts to 1 court in 2017.
- c. Court numbers at Mt Moriac were reduced from 3 courts to 2 courts in 2014.

An indicative implementation plan for these recommendations is shown at Appendix 5 of this report.

Appendix 1 – Register of Tennis Facilities

Courts / Club	Land Status	Governance Status	No of Courts	Available for public use?	Court Facilities	Avg Court Condition (1 - 5)	Building Condition (1 - 10)	Recurrent Expenditure			Depreciation Expense			Project Expenditure			Comments
								2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	
Aireys Inlet Tennis Club	Council land	Club - no license	4	Locked courts. Fee structure for casual use	4 x Synthetic grass courts, all with lighting	2 - Good (Cosmetic Defects Only)	2 - Excellent overall condition	\$309	\$268	\$227	\$11,048	\$13,925	\$12,942	\$35,637	\$943	\$466	One room in broader hall. Bookings managed by Sec. 86 CoM.
Anglesea Tennis Club	Crown land	Club - Lease in place	8	Locked courts. Fee structure for casual use	8 x Synthetic grass courts, all with lighting	2 - Good (Cosmetic Defects Only)	3 - Very good overall condition	\$1,043	\$904	\$765	\$21,762	\$23,525	\$22,784	\$20,918	\$13,530	\$77,097	Newly resurfaced
Bambra Tennis Club	Crown land	Club - no license	2	open and free to use	2 x Asphalt courts, all with lighting	3 - Fair (Needs Work, Still Servicable)	4 - Good overall condition	\$728	\$631	\$534	\$4,230	\$4,230	\$4,070	NR	NR	NR	Tennis club manage court and hall - license.. Struggling club - inactive.
Bellbrae Tennis Club	Council land	Club - no license	4	locked courts. Pick up key from Bellbrae motel.	4 x Synthetic grass courts, 2 of which have lighting	2 - Good (Cosmetic Defects Only)	3 - Very good overall condition	\$735	\$637	\$539	\$9,443	\$9,611	\$9,777	\$3,369	\$26,244	\$4,886	Activley encourage use of clubrooms by others
Bellbrae Tennis Courts (Heartspace)	Crown land	no club	1	open and free to use	1 x asphalt court in use only, no lighting	3 - Fair (Needs Work, Still Servicable)	3 - Very good overall condition	\$106	\$92	\$78	\$2,175	\$2,576	\$3,117	NR	NR	NR	Old clubrooms used by Community
Buckley Tennis Club	Council land	no club	2	open and free to use	2 x Asphalt courts, no lighting	4 - Poor (Needs Replacement)	7 - Poor overall condition	\$208	\$180	\$152	\$5,499	\$9,720	\$10,876	\$1,649	\$5,176	\$1,735	Rarely used
Connewarre Tennis Club	Council land	no club	2	open and free to use	2 x Asphalt courts, no lighting	3 - Fair (Needs Work, Still Servicable)	3 - Very good overall condition	\$106	\$92	\$78	\$2,534	\$2,534	\$2,635	\$0	\$0	\$2,611	No club. Building rating relates to Connewarre Hall. Managed by Sec. 86 CoM.
Deans Marsh Tennis Club	Council land	Club - no license	2	open and free to use	2 x Asphalt courts, no lighting	3 - Fair (Needs Work, Still Servicable)	3 - Very good overall condition	\$225	\$195	\$165	\$3,647	\$3,840	\$4,343	\$120	\$313	\$9,407	Recreation facilities only
Deep Creek Tennis Courts	Council land	no club	2	open and free to use	2 x Asphalt courts, no lighting	3 - Fair (Needs Work, Still Servicable)	N/A	\$106	\$92	\$78	\$2,053	\$2,053	\$2,886	NR	NR	NR	No associated buildings. Active play asset only
Freshwater Creek Tennis Club	Council land	no club	1	open and free to use	1 x Acrylic court plus integrated playspace, no lighting	1 - Very Good (Brand New)	5 - Fair overall condition	\$326	\$283	\$239	\$5,657	\$5,916	\$6,911	\$1,759	\$42,933	\$288	New integrated playspace consturte din 2014. Old clubhouse available to book though rarely used.
Gnarwarre Tennis Club	Council land	no club	2	open and free to use	2 x Asphalt courts, no lighting	4 - Poor (Needs Replacement)	3 - Very good overall condition	\$537	\$465	\$394	\$3,276	\$7,131	\$9,673	\$14,106	\$10,774	\$1,288	Facility managed by local CFA
Jan Juc (Bob Pettit) Tennis Club	Council land	Club - expired license	5	locked courts. Hire through the club	5 x Acrylic courts, all with lighting	2 - Good (Cosmetic Defects Only)	4 - Good overall condition	\$732	\$634	\$537	\$9,638	\$9,638	\$9,448	NR	NR	\$14,060	Part of broader rec reserve facility, generally not booked out, though is used by Jan Juc Playgroup
Mirnee Tennis Club	Council land	no club	2	open and free to use	2 x Asphalt courts, no lighting	5 - Very Poor (Urgent Replacement - Dangerous/High Risk)	6 - Fair to poor overall condition	\$106	\$92	\$78	\$3,681	\$5,886	\$6,422	\$1,173	\$498	\$1,852	Not used - should decommission
Modewarre Tennis Club	Council land	no club	1	open court with playground	1 x Acrylic court plus integrated playspace, no lighting	1 - Very Good (Brand New)	4 - Good overall condition	\$168	\$146	\$123	\$973	\$1,714	\$1,961	\$11,439	\$6,804	\$90,000	Use Modewarre Hall, little side building. Managed by Sec. 86 CoM.
Moriac Tennis Club	Council land	Club - no license	4	open for use, trending to locked	4 x Synthetic grass courts, 2 with lighting	2 - Good (Cosmetic Defects Only)	3 - Very good overall condition	\$541	\$468	\$396	\$6,789	\$6,789	\$7,343	NR	NR	NR	Specific dedicated space in broader hall. Lighting is coin operated.
Mt Moriac Tennis Club	Crown land	Club - no license	2	open and free to use	2 x Asphalt courts, no lighting	2 - Good (Cosmetic Defects Only)	2 - Excellent overall condition	\$441	\$383	\$324	\$3,263	\$13,043	\$9,741	-\$1,672	\$8,331	\$552	Shared pavillion with netball club, recently resurfaced courts. Very small membership base.
Torquay (Spring Creek) Tennis Club	Crown land	Club - no license	6	locked courts	6 x Synthetic grass, all with lighting	2 - Good (Cosmetic Defects Only)	4 - Good overall condition	\$844	\$732	\$619	\$17,785	\$20,919	\$22,922	\$36,071	\$11,062	\$10,138	Active club
Winchelsea Tennis Club	Council land	Club - no license	4	open and free to use	2 x Asphalt Courts 2 x Synthetic grass courts No lighting	2.5 - Good to Fair	6 - Fair to poor overall condition	\$475	\$411	\$348	\$7,368	\$12,515	\$10,393	\$963	\$1,934	\$6,019	Very small membership base

Appendix 2 – Lifecycle Costs Guidelines

The following life cycle costs guidelines are provided by Tennis Australia via their website.

Life cycle costs guidelines – surface costs per court (Feb 2011)						
Surface	Expected Life	Average life	Possible replacement cost	Annual maintenance cost	Annual replacement cost	Total annual maintenance & replacement cost
Hot Mix Asphalt (30ml)	20 years	20 years	\$ 14,000 includes removal of existing asphalt (or Geotextile over existing)	\$ 200	\$ 700	\$900
Acrylic (3 coats)	8-10 years	9 years	\$ 8,000	\$ 300	\$ 900	\$1,200
Sand filled Artificial Grass	7-14 years	11 years	\$ 20,000	\$ 1,100	\$ 1,800	\$2,900
Red porous	20 years	20 years	\$ 30,000 includes auto irrigation	\$ 6,000 (includes labour)	\$ 1,500	\$7,500
Natural Clay	25 years	25 years	\$ 40,000	\$ 7,000	\$ 1,600	\$ 8,600

Life cycle cost guide – ancillary items – per court (Feb 2011)						
Surface	Expected Life	Average life	Possible replacement cost	Annual maintenance cost	Annual replacement cost	Total annual maintenance & replacement cost
Net	7 years	5 years	\$300	\$20	\$ 50	\$70
Posts/ winders	15 years	15 years	\$450	\$20	\$30	\$50
Lights	25 years	25years	\$12,000	\$400	\$600	\$2,300
Fencing (single court)	25 years	25 years	\$15,000	\$200	\$0	\$200
Fencing (4 courts in a row costed per court)	25 years	25 years	\$8,000	\$200	\$320	\$520

Appendix 3 – Example Asset Management Lifecycle Model

Torquay Tennis Club - 6 courts synthetic grass - assume new															
Year	Capital						Maintenance						Combined	Annual Fund Required	
	Courts	Fencing	Lights	Nets	Posts / Winders	TOTAL C	Courts	Fencing	Lights	Nets	Posts / Winders	TOTAL M	TOTAL C&M		Balance
1						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940	\$ 20,280	\$ 15,340
2						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 30,680
3						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 46,020
4						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 61,360
5				\$ 1,800		\$ 1,800	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 6,740		\$ 74,900
6						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 90,240
7						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 105,580
8						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 120,920
9						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 136,260
10				\$ 1,800		\$ 1,800	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 6,740		\$ 149,800
11						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 165,140
12	\$ 120,000					\$ 120,000	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 124,940		\$ 60,480
13						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 75,820
14						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 91,160
15				\$ 1,800	\$ 2,700	\$ 4,500	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 9,440		\$ 102,000
16						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 117,340
17						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 132,680
18						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 148,020
19						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 163,360
20				\$ 1,800		\$ 1,800	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 6,740		\$ 176,900
21						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 192,240
22						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 207,580
23						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 222,920
24	\$ 120,000					\$ 120,000	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 124,940		\$ 118,260
25		\$ 48,000	\$ 72,000	\$ 1,800		\$ 121,800	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 126,740		\$ 11,800
26						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 27,140
27						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 42,480
28						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 57,820
29						\$ -	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 4,940		\$ 73,160
30				\$ 1,800	\$ 2,700	\$ 4,500	\$ 1,100	\$ 1,200	\$ 2,400	\$ 120	\$ 120	\$ 4,940	\$ 9,440		\$ 84,000

MUNICIPAL OVERVIEW

The Surf Coast Shire is the second largest Government Area within the G21 region in terms of population and provides a mix of inland and coastal townships. In 2013 the Surf Coast Shire had a total estimated population of 29,398 people, which is projected to increase by 35% to over 39,800 by 2025. This growth will continue to 2031 with around 45,000 residents projected.

Torquay is the principal population centre for the Shire, with the municipality also providing a number of growth areas including Torquay North and Torquay-Torquay West that will contribute the greatest growth. Other growing areas include Winchelsea and the Rural West, Moriac and the Rural East and Jan Juc-Bellbrae-Bells Beach which will also experience more than 30% local growth to 2031.

Armstrong Creek is also located to the north of the Surf Coast Shire and Torquay North and will heavily influence the demand for tennis in this area of the Shire. There are no new tennis facilities planned for the Surf Coast Shire within the next 10 years. The demand for tennis within Torquay and surrounding areas will need to be monitored in-line with Armstrong Creek provision over the next years.

The diversity of the Surf Coast Shire population in coastal areas and the difference between resident and holiday population is significant. In peak holiday periods the Shire's coastal areas can grow to accommodate more than 20,000 visitors, placing significant pressure of all township services.

A number of inland areas also experience social and economic disadvantage, which contrasts significantly with coastal areas and the higher proportion of holiday home owners and non-permanent residents. Across the Shire there are a number of localised areas and clubs where tennis participation is high, but this is contrasted with areas where tennis has not enjoyed the same levels of interest and participation, and subsequently some venues continue to receive limited use.

Over the past three-years the Surf Coast Shire has provided around 11% of the G21 region's registered tennis members, with an estimated 389 members registered with Tennis Victoria in 2013/14. Postcode area 3231 (Aireys Inlet) provided the only significant area for registered members within the Shire.

The Surf Coast provides for 14 active Tennis Clubs. As at August 2014 only 7 of these clubs (50%) were affiliated with Tennis Victoria. Key clubs in strategic locations including Torquay and Anglesea are not currently affiliated.

FACILITY SUMMARY

There are currently 18 individual operational tennis venues providing 64 courts across the Surf Coast Shire on Council and non-Council owned or managed land (including Crown and privately owned land).

The Surf Coast Shire provides 13% of total usable courts across the G21 region, with an estimated 52 courts in playable condition (based on 2013 audit figures). 45% of usable tennis courts in the municipality are floodlit.

The municipality currently provides 1 District Facility, 8 Local Facilities and 9 Public Access venues. The only District level facility provided is the Anglesea Tennis Club, who at the time of writing was unaffiliated to Tennis Victoria. Five Public Access venues have been identified through this strategy for decommissioning or adaption to community use facilities only.

In terms of tennis court-to-population ratios across the municipality, the Surf Coast appears well provided with an average of 1 court for every 565 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to existing venues in Torquay and Anglesea will be important to service the resident and visitor populations.

50% of tennis courts within the Surf Coast Shire are estimated to have a life-span of 1 to 3 years. The courts in this category includes 5 acrylic hard courts, 6 red porous courts and 21 asphalt courts. Consideration of court surface change from asphalt to acrylic hard courts through Council's ongoing court resurfacing program would add value to promoting tennis participation and development across the Shire. Council currently allocates \$60,000 annually to this program.

Council's occupancy and associated fees and charges policy for tennis courts should be evaluated in-line with the recommendations of this Strategy and the proposed tennis facility hierarchy and service level framework in order to achieve more from existing venues.

MUNICIPAL ACTION PLAN

SURF COAST SHIRE

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Surf Coast Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to provide a minimum of \$80,000 annually towards tennis court resurfacing to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Evaluate Council's current tennis court and facility occupancy arrangements in conjunction with Tennis Victoria.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Prioritise recommended court renewal and future provision works at Jan Juc and Torquay tennis courts (Spring Creek Reserve) in-line with existing master plans to service the immediate residential growth in the north of the municipality.
- ▶ Promote Anglesea Tennis Club as the Shire's District level facility and focus for tennis development activities – this will require affiliation with Tennis Victoria.
- ▶ Partner with Tennis Victoria to pilot new court access and booking system technology at the Anglesea Tennis Club.
- ▶ Retain a minimum of 4 tennis courts in Winchelsea and utilise the current Hesse Street and Eastern Reserve master planning to guide future provision and direction.
- ▶ Support the Lawn Country Club to determine their future long-term strategic direction for their courts and their club (club is located on private land) as the only tennis facility in the south-west area of the Shire and serving a significant visitor population.
- ▶ Partner with the City of Greater Geelong to plan for new tennis facilities within Armstrong Creek in order to ensure venues can adequately service the future growth areas of Torquay North.
- ▶ Decommission tennis facilities at Bellbrae Lower, Buckley South, Mimeo, Modewarre, Mt Moriac and Gnarwarre and consider alternate community use options for individual areas with the local community.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Work in conjunction with the Country CTO to create linkages between tennis facilities in the key population centres of Lorne, Winchelsea, Aireys Inlet, Anglesea and Torquay to create a strong network of local clubs across the Shire.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy..

MUNICIPAL ACTION PLAN

SURF COAST SHIRE

LOCATION			2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025									RECOMMENDED FUTURE STRATEGIC DIRECTION
FACILITY LOCATION	SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HERARCHY NOW	ASPIRATIONAL HERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE		
1	Aireys Inlet Tennis Courts	Aireys Inlet Tennis Club	4	4	Local	Local	4	2	0	2	0	0	2	Retain for club use and public access	
2	Anglesea Tennis Club	Anglesea Tennis Club	8	8	District	District	8	0	0	4	4	8	4	Retain for club use and public access and designate venue as the District centre to assist in supporting tennis across the Shire	
3	Bambra Tennis Courts	Bambra Tennis Club	2	2	Public	Public	2	0	0	2	2	2	2	Retain for public access and local community use	
4	Bellbrae Tennis Courts	Bellbrae Tennis Club	4	2	Local	Local	4	2	0	4	0	4	0	Consolidate all courts in Bellbrae into this site and increase lighting capacity over time	
5	Bellbrae Tennis Courts - Lower	Bellbrae Tennis Club	2	0	Public	-	0	0	0	0	0	0	0	Decommission courts and make safe. Consider alternate use in-line with local community needs	
6	Buckley South Tennis Courts	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	Decommission courts and make safe. Consider alternate use in-line with local community needs	
7	Connewarre Tennis Courts	NO CLUB	2	0	Public	Public	1	0	0	1	1	1	1	Reduce the number of courts to 1 court for tennis (multi-use) and implement in-line with the Connewarre Recreation Reserve Master Plan	
8	Deans Marsh Tennis Courts	Deans Marsh Tennis Club	2	0	Public	Public	2	0	2	0	0	0	2	Retain for public access and local community use	
9	Freshwater Creek Tennis Courts	NO CLUB	4	0	Local	Public	1	0	0	0	0	0	0	Retain single court for public and local community use	
10	Gnarwarr Tennis Courts	NO CLUB	2	0	Public	Public	1	0	1	1	0	0	1	Decommission 1 court and retain a single court for community use within a local parkland setting	
11	Jan Juc Tennis Courts	Jan Juc Tennis Club	5	4	Local	Local	4	1	4	5	0	5	5	Retain and improve courts for club and community use	
12	Lorne Country Club	Lorne Country Club	6	0	Local	Local	6	4	0	6	0	0	6	Retain and improve courts for club and community use - Local club will need to drive improvements on private land	
13	Mimee Tennis Courts	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	Decommission courts and make safe. Consider alternate use in-line with local community needs. Access to tennis will be via Winchelsea.	
14	Modewarre Tennis Courts	NO CLUB	2	0	Public	Public	0	0	0	0	0	0	0	Decommission courts and make safe. Consider alternate use in-line with local community needs	
15	Moriac Tennis Courts	Moriac Tennis Club	4	2	Local	Local	4	0	0	0	0	0	0	Retain for club use and public access	
16	Mt Moriac Tennis Courts	Mt Moriac Tennis Club	3	0	Public	Public	2	0	0	2	0	2	2	Decommission Court 1 and retain remaining 2 courts for public access and community use	
17	Spring Creek Reserve Tennis Courts	Torquay Tennis Club	6	6	Local	Local	6	0	0	0	0	0	0	Retain as a Local level tennis facility and implement improvements in-line with the Spring Creek Master Plan	
18	Winchelsea Tennis Courts	Winchelsea Tennis Club	4	0	Local	Local	4	2	0	4	0	4	4	Continue to maintain 4 tennis courts within Winchelsea, considering options for current location or relocation to Eastern Reserve.	
ESTIMATED TOTALS			64	28	-	-	49	11	7	31	7	26	29		

MUNICIPAL ACTION PLAN

SURF COAST SHIRE

ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES								TOTALS
FACILITY LOCATION	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	DECOMMISSION	
1 Aloys Inlet Tennis Courts	\$ 64,000	\$ -	\$ 36,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 106,000
2 Anglesea Tennis Club	\$ -	\$ -	\$ 72,000	\$ 260,000	\$ 112,000	\$ 10,000	\$ -	\$ 464,000
3 Barbra Tennis Courts	\$ -	\$ -	\$ 18,000	\$ 130,000	\$ 28,000	\$ 5,000	\$ -	\$ 181,000
4 Belbrae Tennis Courts	\$ 64,000	\$ -	\$ 72,000	\$ -	\$ 56,000	\$ -	\$ -	\$ 192,000
5 Belbrae Tennis Courts - Lower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
6 Buckley South Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
7 Connewarre Tennis Courts	\$ -	\$ -	\$ 9,000	\$ 65,000	\$ 14,000	\$ 2,500	\$ -	\$ 90,500
8 Deans Marsh Tennis Courts	\$ -	\$ 4,800	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 9,800
9 Freshwater Creek Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10 Gnarware Tennis Courts	\$ -	\$ 2,400	\$ 9,000	\$ -	\$ -	\$ 2,500	\$ -	\$ 13,800
11 Jan Juc Tennis Courts	\$ 32,000	\$ 9,600	\$ 42,500	\$ -	\$ 70,000	\$ 12,500	\$ -	\$ 188,600
12 Lorne Country Club	\$ 128,000	\$ -	\$ 210,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 363,000
13 Mimee Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
14 Modewarre Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
15 Moriac Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16 Mt Moriac Tennis Courts	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 61,000
17 Spring Creek Reserve Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18 Winchelsea Tennis Courts	\$ 64,000	\$ -	\$ 72,000	\$ -	\$ 56,000	\$ 10,000	\$ -	\$ 202,000
ESTIMATED TOTALS	\$ 352,000	\$ 16,800	\$ 558,500	\$ 455,000	\$ 364,000	\$ 72,500	\$ 20,000	\$ 1,838,800

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	12	9
Local	10	8
District	0	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	22	18

	within 3 years
	within 4-5 years
	within 6-10 years
	decommission venue
	- no specific action within 10 years
	2 numbers refer to the number of courts requiring works

Infrastructure renewal cost assumptions

- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.

Appendix 5 – Implementation Plan

Rec. Number	Recommendation Summary	Completion Period
1	Council remains involved in Tennis.	23 May 2017 (adoption of this report)
2	Group clubs in categories based on membership size.	23 May 2017
3	Ensure all Tennis Clubs have valid leases.	2017/18
4	Support club merger between Torquay, Jan Juc and Bellbrae.	23 May 2017
5a	Nominated clubs complete Operational Health Checks with assistance from Council and Tennis Victoria.	2017/18
5b	Council prepare an asset lifecycle model for nominated clubs.	2017/18
5c	Nominated clubs contribute to calculated lifecycle costs.	2018/19
5d	Encourage completion of club-coach agreements for nominated clubs and strongly encourage coaches do not hold committee positions with voting rights.	2017/18
5e	Nominated clubs to implement 'Book a Court' technology.	2018/19
6	Investigate provision of a single free public access court at Jan Juc.	2017/18
7	Nominated clubs to consider options to facilitate greater public access to locked courts.	2017/18
8	Council to better prioritise court renewal and / or upgrade projects.	2017/18
9	Monitor membership and participation levels at Moriac and Deans Marsh.	Annually
10	Council to investigate option to seek contribution from coaches operating at tennis courts without a link to the tennis club.	2017/18
11	Consider future investment in tennis infrastructure in Winchelsea.	2017/18
12	Consider future investment in tennis infrastructure in Mt Moriac and Bamba.	2018/19
13	Decommission or repurpose courts as identified in G21 Regional Strategy.	Commenced and ongoing