

MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 14 July 2015

Held at the
Council Conference and Reception Centre
City Hall, Little Malop Street, Geelong
commencing at 7.00p.m.

COUNCIL:

Cr. D. Lyons
Mayor

(G21 Geelong Regional Alliance, Finance, Governance, Regional Cities)

Cr. T. Ansett (*Windermere*)

(Heritage, Rural Communities)

Cr. L. Ellis (*Coryule*)

(Coastal Communities, Infrastructure, Parks and Gardens, Climate Change)

Cr. J. Farrell (*Beangala*)

(Community Safety, Youth, Women in Community Life, Finance)

Cr. K. Fisher (*Corio*)

(Community Development, Tourism)

Cr. B. Harwood (*Kardinia*)

(Enterprise Geelong, Primary Industries)

Cr. M. Heagney (*Brownbill*)

(Central Geelong, Planning)

Cr. J. Irvine (*Austin*)

(Sport and Recreation)

Cr. E. Kontelj (*Cowie*)

(Aboriginal Affairs, Multicultural Affairs, Finance)

Cr. Dr. S. Kontelj (*Kildare*)

(Veteran Affairs)

Cr. R. Macdonald (*Cheetham*)

(Major Projects, Knowledge Economy & Education)

Cr. R. Nelson (*Deakin*)

(Major Events)

Cr. A. Richards (*Buckley*)

(Environment & Sustainability, Transport, Arts & Culture, Climate Change)

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**MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 14 JULY 2015
COMMENCING AT 7.00P.M.**

PRESENT: Crs T Ansett, L Ellis, J Farrell, K Fisher, B Harwood, M Heagney, J Irvine, E Kontelj, S Kontelj, R Macdonald, A Richards

Also present: K Spiller (Interim Chief Executive Officer), D Frost (General Manager Strategy & Performance), P Bettess (General Manager Planning and Tourism), W Tieppo (General Manager City Services), L Quinn (Acting General Manager Community Services), J McMahon (Acting General Manager Projects, Recreation and Central Geelong), J Brown (Manager Administration and Governance), R Bourke (Governance Co ordinator), J Merlo (Senior Media Officer), A Paterson (EO – Mayor)

OPENING: The Deputy Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

Council acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

APOLOGIES: Cr Lyons (Mayor), Cr Nelson

LEAVE OF ABSENCE:

Cr Farrell moved, Cr Macdonald seconded –

That Leave of Absence be granted to:

- 1) Cr Irvine from 10 August until 20 August 2015, inclusive;
- 2) Cr Heagney from 17 September to 8 October 2015, inclusive.

Carried.

CONFIRMATION OF MINUTES:

Cr Irvine moved, Cr Harwood seconded -

That the Minutes of the Ordinary Meeting held on 23 May 2015 be confirmed and signed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

QUESTION TIME:

Question Time is an opportunity for questions to be addressed to Council and while the minutes record the general content, they do not purport to be a transcript of what was said by individuals. Likewise Councillor or Officer verbal responses are in summary form only. Views expressed may not be the views of Council.

Council's practice is to provide a separate document on its website setting out questions and responses including any more detailed written responses which may be provided subsequent to the meeting.

Alan Manson asked the following questions regarding Fracking (Unconventional Gas Mining):

- 1) Why is it that the Councillors don't respond to emails from ratepayers?

Cr Heagney advised a response was provided to your email by Rodney Thomas.

Cr Farrell responded that it was unrealistic for all Councillors to respond individually and that the expectation is that one person provides a response. Cr Farrell indicated she had seen the submission that went to Rodney Thomas a week ago so she was aware a response was made. Although an individual reply is not provided, I would say that most of us are carefully monitoring incoming emails.

- 2) Why is it that my Ward Councillor Andy Richards did not respond to either of my emails or to my voicemail message on his phone?

Cr Richards advised he received the emails which were forwarded onto the Manager Environment who was dealing with the issue.

- 3) When the Surfcoast Shire chose to make a submission to the inquiry, they stated so in the Geelong Advertiser – yet there appears to be nothing similar issued from CoGG to help inform the Geelong community. If this claim is correct, why is this so?

Cr Richards responded he could not recall seeing anything, but was happy to issue a media statement that we have provided a submission.

- 4) Has the CoGG made a submission to the inquiry and if so, when did it do this?

Cr Richards advised Council has made a submission.

- 5) Does the CoGG intend making available a copy of their submission to the public? If so, when will this become available?

William Tieppo responded that the document would be soon be made public on the Inquiry's website. A written response by the General Manager City Services in relation to the submission will be forwarded.

- 6) Can the CoGG confirm that it remains opposed to Fracking? If so, how does it intend to oppose Fracking (if at all) should the State Government determine that the Unconventional Gas Industry is safe and that mining activities can commence in the region?

Cr Irvine added he concurred Council receives hundreds of emails and we assume they are dealt with. From a Councillors perspective we made it quite clear that we do not want fracking in our region.

PETITIONS: Nil.

1. GEELONG TRAIN STATIONS LOCAL INFRASTRUCTURE REPORT

Portfolio:	Transport – Cr Richards
Source	City Services – Engineering Services
General Manager:	William Tieppo
Index Reference	Transport

Purpose

This report presents the final findings of the panel hearing and the submissions received from residents during the survey period in regard to local infrastructure at Geelong train stations.

Summary

- At the Council meeting on 12 November 2013, Council resolved to conduct a public submissions process in regard to local infrastructure at Geelong train stations. It determined that the survey report be exhibited to the Public, inviting formal written submissions, advising they can be heard by a submissions review panel; and that the City would work with Public Transport Victoria (PTV) to address issues under its responsibility. The survey sought information regarding gaps in infrastructure associated with local traffic, parking, public transport links, pedestrian and cycling access, accessibility, safety and security.
- The City carried out two surveys, one Geelong wide ‘electronic survey’ and a second survey of residents who live within a radius of approximately 500 metres from the new Waurin Ponds Train Station. These surveys were conducted between 20 June and 18 August 2014. The findings of the surveys were compiled into a survey report (dated Sept 2014) and were made available for the public to review. A further 29 submissions were received between 27 November and 31 December 2014. Three residents presented at the panel hearing, which was held on 12 May 2015.
- Council will use the findings of the panel hearing and written submissions received to inform Council’s infrastructure priorities surrounding the train stations, and also to work with Public Transport Victoria (PTV) to prioritise train station improvements.

Cr Richards moved, Cr Harwood seconded -

That Council:

- 1) note the report;**
- 2) use the information to inform infrastructure priorities in the vicinity of train stations; and**
- 3) develop an advocacy strategy and work with Public Transport Victoria (PTV) to prioritise train station improvements.**

Carried.

Background

More people are catching the train than ever before. The Regional Rail Link (RRL) Project, opened on 21 June 2015, is the largest public transport infrastructure project undertaken in Victoria. The RRL project provides dedicated rail tracks to Geelong from Melbourne and will improve the capacity and reliability of train services to and from Geelong. A new train station in Waurin Ponds was constructed in 2014.

At the Council meeting on 12 November 2013, a resolution was passed by Council to carry out a survey to ascertain gaps in local infrastructure around Geelong train stations and to identify key works and responsibilities for implementation.

Council also sought specific feedback from local residents to help identify opportunities for any improvements to local infrastructure around the new station at Waurin Ponds.

- A Geelong wide 'electronic survey' was carried out on the 20 June 2014. This survey was closed on the 18 August 2014.
- In addition to the above, a letter drop to residents close to the new Waurin Ponds train station was carried out on the 20 June 2014. Six hundred letters were delivered to residents who live within a radius of approximately 500m from this station.
- The findings of the survey were compiled into a survey report (dated Sept 2014) and were made available for the public from the 27 November 2014 to 31 December 2014.
- Council invited residents to review the survey report and submit formal submissions between the 27 November and 31 December 2014 that could be heard by a panel hearing.
- 29 submissions were received from 20 residents.
- Three residents presented at the panel hearing on the 12 May 2015.

Discussion

Geelong train stations local infrastructure survey specifically identifies issues that impact on accessibility and connectivity to train stations in Geelong. Identification of these issues, including gaps in infrastructure provides impetus for the development of a range of actions to address current issues, and to pursue new initiatives. Importantly, these survey findings provide direction for the City to manage its transport accessibility needs into the future.

Some of the train station related issues raised included; cycling access and storage, pedestrian access and connectivity, public bus service improvements and related infrastructure, coordination between bus and train services and safety within the train stations and at the station car parks. These are consistent with the findings of the Access audits that Council undertook between 2009-12. These audits focussed on both the infrastructure within and abutting the stations.

Key Challenges that have been identified through the community engagement are:

1. Traffic & Parking – Increase existing car parking spaces at train stations to provide 'park and ride' facilities, minimising the impact on the road network.
2. Cycling – Provide cycling infrastructure, e.g. paths and storage.
3. Public Transport Victoria (PTV) Links – Improve existing train and bus time coordination to facilitate better connectivity between these two modes of transport. This will encourage the community to reduce car use by using the bus and train to carry out trips in relation to work, school and shopping and be more physically active.
4. Pedestrian Accessibility – Improve local accessibility and connectivity into train stations from key local activity centres by providing pedestrian and cycle access ways.

5. Safety & Security - Promote Safety and security at all of these train stations. More police and PSO presence at the station, in the train and within the car park at all station operating times will improve the use of these facilities.
6. Station Facilities – Improving key infrastructure within train stations, such as availability of MYKI machines, covered shelters, increased seating, toilets, well lit car parks and station platforms.
7. Accessibility for the Blind and Vision Impaired – Provide obstacle free paths to station platforms, taxi ranks and to bus interchange.

Attachment 1 summarises to all written submissions that were received, including those from the panel hearing held on 12 May 2015.

Recent initiatives that have taken place since the original survey in June 2014 include:

- The installation of the DDA compliant bridge and lift structure at Geelong Train Station;
- DDA compliant internal building works to improve station amenities (toilets, ticketing areas) at Geelong Train Station;
- The installation of additional shelters, bus bays and carpark enhancements at North Shore station;
- Construction and opening of the new Waurin Ponds Station;
- Amendments to bus routes in the Waurin Ponds/Grovedale area to connect to the new Waurin Ponds station;
- The opening of the Regional Rail link on the 21 June 2015 along with the new Geelong bus network will improve access and connectivity across the region for public transport users;
- Construction of new footpaths in Grovedale linking the Marshall station to residential areas
- Ongoing upgrade and installation of new bus stops across the municipality.

To enhance the use of the new network, the City supports upgrades to infrastructure that improves access for users and will continue to implement the actions as outlined in the G21 Region Public Transport Strategy.

The G21 Region Public Transport Strategy has four strategic objectives:

1. Access for all
2. A well connected region
3. Urban public transport for an urban centre
4. Improving information, planning and partnerships

The actions that particularly benefit Greater Geelong and which are identified in the strategy support the issues raised by the submitters.

These include:

- Support simplification of the bus network, beginning in Grovedale.
- Support an increase in urban bus frequencies to 20 minute services where not already operating at this level or better.
- Seek a simpler regular interval rail and bus timetable and encourage this as a goal of the Regional Rail link timetable.

Environmental Implications

This report will lead to the understanding of public transport related Infrastructure. Provision of an efficient public transport network supported by a sustainable transport connection, such as cycling and pedestrian access ways, will minimise delays and associated greenhouse gas emissions.

Financial Implications

This report will assist Council to secure State funding for installation of infrastructure needs in Waurin Ponds. Council will work with PTV to address the issues identified in this report. The bulk of the funding to implement these works is expected to be provided by PTV. The other improvements to implement the Plan will be considered for inclusion in Council's future programs through the normal project evaluation process.

Policy/Legal/Statutory Implications

This report to identify train station related infrastructure will provide direction for the ongoing improvement of public transport within the Municipality. It will also demonstrate that the City is taking a responsible position on public transport and sustainable transport activities and management issues.

Alignment to City Plan

Review and investigation of train station related infrastructure supports the strategic direction of City Plan, and this Council report is aligned with City Plan strategic directions of Community Well Being with objectives to improve the sustainable built and natural environment. Having an integrated approach to sustainable transport planning is a way forward to influence more public transport use and improve sustainable transport systems. Transport directly affects the community, economy and the environment and to have an efficient transport system is important for the prosperity of local economies and to improve quality of life within the region.

Officer Direct or Indirect Interest

No Council officer involved in the preparation of this report has a direct or indirect conflict of interest.

Risk Assessment

The Development of a train station infrastructure improvement Plan will support Council's position in terms of the level of understanding of Transport network improvement needs and accessibility issues.

Social Considerations

Appropriate public transport and sustainable transport planning means that social impacts are properly considered during the development and implementation of the transport and accessibility infrastructures. The Geelong Train Stations Local Infrastructure (GTSLI) survey aims to enhance accessibility, connectivity and mobility of walking, cycling and public transport.

Appropriate planning of road accessibility and connectivity to train stations within the City will contribute significantly to improving the health and wellbeing of local residents. Improved safety for 'active' travel modes such as walking and cycling and provision of more equitable access for people of all ages and abilities has many documented social benefits, increasing opportunities for social interaction and participation.

Human Rights Charter

The action plan does not impact negatively on any basic rights, freedoms and responsibilities as set out in the Charter.

Consultation and Communication

The GTSLI was open for public comments from the 20 June 2014 to the 18 August 2014 (for eight weeks to collect submissions). A total of 116 'electronic' submissions and 66 hard copy submissions were received during this survey period. 600 letters were dropped to residents who live within a radius of approximately 500 meters from the new Waurin Ponds train station. During the public and hard copy letter drop out period, the opportunity to provide feedback on the survey was advertised through local newspapers in Geelong, online at Council's "Have Your Say" page and through local networks.

The second round of submissions was received between the 27 November 2014 and 31 December 2014. 29 submissions were received from 20 residents.

Letters were posted to all 20 residents inviting them to the Panel Hearing. Three residents accepted the invitation and the hearing was conducted on 12 May 2015. Cr. L. Ellis and Cr. A. Richards were in attendance.

Attachment 1

Summary of Panel Hearing Submissions

Submission	Response
The need to install electric vehicle charging infrastructure at train stations	The City supports upgrades to infrastructure that improve access for users.
Train and Bus timetable coordination	New Bus Routes and Timetables commence 21 June 2015
Links to Ballarat lines	The G21 Region Public Transport Strategy supports links to regional destinations.
Only a single track currently exists out to Waurin Ponds, this disallows a frequent 20 minute service as trains cannot come and go at the same time. A duplication of lines is needed	The City supports upgrades to infrastructure that improve access for users. Duplication of the line from south Geelong is identified in the G21 Region Public Transport Strategy.
Need extra services provided for night time or weekends	New Bus Routes and Timetables commence 21 June 2015
Only 4 out of 11 trains originate from Waurin Ponds, meaning minimal services depart or pick up those passengers	New Bus Routes and Timetables commence 21 June 2015 with increased services departing and terminating at Waurin Ponds.
A second platform is needed at Marshall Station	The City supports upgrades to infrastructure that improve access for users.
Access to train stations – should be provided by public transport	New Bus Routes and Timetables commence 21 June 2015 with improved linkages between bus and train timetables.
Second platform at South Geelong Station would be ideal	The City supports upgrades to infrastructure that improve access for users.
North Shore Station inadequate facilities, bus shelters have been taken out and replaced with a roof with no walls, only a 40 minute service will be provided from here, there are currently no toilets available	New Bus Routes and Timetables commence 21 June 2015. This location will become a hub and with increased usage the City supports the installation of improved facilities for users.
Corio Station is in a remote location, with the following issues: – Unstaffed, MYKI machine has now been removed – making it impossible to purchase a ticket or touch on. – Buses need to enter the station and connect with the train, the road needs to be reconstructed to allow for buses. – Provide a footpath into the station, currently it is accessed by road, ideally from School Road to the station. – Toilets are closed at this location due to safety issues	New Bus Routes and Timetables commence 21 June 2015. This location will have reduced usage with the main hub for this area transferred to North Shore Station and Corio Shopping Centre.

2. LOCAL GOVERNMENT COMMUNITY SATISFACTION SURVEY RESULTS 2015

Portfolio:	Governance - Cr Lyons (Mayor)
Source	Strategy & Performance - Corporate Strategy
General Manager:	Dean Frost
Index Reference	Corporate Strategy

Purpose

To report on the key findings of the 2015 Local Government Community Satisfaction Survey.

Summary

- Council has participated in the annual Local Government Community Satisfaction Survey, a telephone interview of Geelong residents to measure the perceived importance of Council services and Council's performance across the past 12 months. A copy of the independent research report has been attached as part of this summary report.
- Results are able to be compared to those of previous years as well as the state-wide average and the Regional Centres councils (inclusive of Ballarat, Greater Bendigo, Greater Geelong, Greater Shepparton, Latrobe, Mildura and Warrnambool)
- Scores for the core measures of *Overall performance, Advocacy/Lobbying, Community consultation and engagement and Overall Council direction* have either remained steady or improved and are at parity or significantly higher than Regional Centres and state-wide averages. *Overall Performance* is now at its highest score since 2012.
- Customer Service has dropped significantly in the past 12 months. While it remains one of the higher rating measures for Geelong, it is now scoring slightly, although not significantly, below the Regional Centres and state-wide averages. The city's customer service mix is comprehensive and is constantly changing. In order the help drive things forward we are focusing on the following key areas:
 - *The development of a new Customer Service Strategy for the organisation to aspire, share and deliver;*
 - *The continual strategic assessment of future options for service delivery and/or current effectiveness of services delivery to ensure councils services are relevant, appropriate and responsive for current and future generations;*
 - *Investing in new technologies which help manage growing demand, reach out and promote independence and convenience for those who want it;*
 - *Implementing a structured officer development program that focuses on staff developing a more sophisticated understanding, and commitment around customer service, of customer need and diversity in order to respond to different customer types.*
 - *The introduction of the Common Measurement Tool (CMT) designed to collect feedback from customers relating to service for any part of the organisation across all channels of service delivery (telephone, in person, web, mail, email) as well as for individual departments.*

- Service areas rated by residents as highest for importance were *Waste management* and *Elderly support services* while *Arts and libraries* and *Community and cultural activities* were rated lowest.
- In terms of performance, there was significant improvement in the performance of the following service areas: *Parking facilities*, *Business and community development and tourism*, *Slashing and weed control* and *Planning and building permits*.
- The following services experienced a noticeable decline in performance in 2015; *Elderly support services*, *Family support services* and *Disadvantaged support services*.
- *Arts and libraries* and *Waste Management* were the highest performing services provided by Council.
- *Parking facilities*, *Community consultation and engagement* and *Town Planning policy* were ranked lowest for performance. These services were also identified among other priority improvement areas (where performance rated below importance by 10 points or more).
- It is important to note that particular demographic groups tend to rate Councils' service delivery differently. In general, Council's performance on most measures is viewed most favourably by younger adults (18-34 years) and women and least so by those aged 35-49, over 65 years and men.

Cr Harwood moved, Cr Fisher seconded -

That:

- 1) Council notes the results of the Local Government Community Satisfaction Survey 2015;**
- 2) the results of this survey are communicated to the community with a copy of the results is made available on Council's website and at City of Greater Geelong Customer Service Centres.**

Carried.

Background

The Local Government Community Satisfaction Survey is a project co-ordinated by the Department of Transport, Planning and Local Infrastructure (DTPLI) on behalf of Victorian Councils. The survey is conducted by an independent research group (JWS Research) with participation in the survey optional. Council has participated since the inception of the survey (1998).

Community satisfaction ratings form part of the newly legislated Local Government Performance Reporting Framework indicators, required to be reported by councils in their annual reports and to be published annually by Local Government Victoria.

Methodology

A minimum of 400 telephone interviews were conducted with residents over 18 years of age within the municipality. Minimum quotas of gender within age groups were applied during the fieldwork phase. Post survey weighting is then applied to ensure accurate representation of the age and gender profile for City of Greater Geelong (CoGG).

Survey fieldwork was conducted from 1 February to 30 March 2015. Respondents are asked to rate the performance of their local government on a five-point scale in the following core areas:

- Overall Performance (over past 12 months)
- Advocacy
- Community consultation and engagement*
- Customer Service
- Making community decisions
- Overall Council direction
- Sealed local roads

The following service areas were also rated on both importance and performance:

Arts centres and libraries	Informing the community
Business and community development and tourism Community and cultural activities	Parking facilities
Council's general town planning policy	Planning and building permits*
Disadvantaged support services*	Recreational facilities
Elderly support services*	Roadside slashing and weed control
Enforcement of local laws	The appearance of public areas
Environmental Sustainability	The condition of local streets and footpaths
Family support services*	Traffic management
	Waste management

(*) denotes service where respondents were asked to indicate whether they or anyone in the household had used or experienced the service in the past 12 months.

Other questions asked were:

- If respondents would prefer to see a rate rise to retain a particular service or cut the service and retain rates at the current level?
- Best way for Council to communicate to you about Council news and information and upcoming events?

Discussion

Core performance areas

- The *Overall Performance* rating has improved significantly over the last 12 months (by four points) to outperform both the Regional Centres average (by eight points) state-wide average (by six points). The index score is now at the highest point since 2012.
- Residents are perceiving council to be heading in the right direction with the *Overall Council Direction* score continuing to improve (up by one point to 69 in 2015). Geelong's score significantly exceeds both the Regional Centres and State-wide averages (by 16 points).
- Since the election of the current Mayor there has been a significant increase in the social media presence of the City. As of June 2015, the Geelong Mayor Twitter account has 106,825 followers while Geelong Mayor Facebook has 49,635 likes.

Additionally, Geelong Australia Twitter has 6,109 followers and the Geelong Australia Facebook page has 6,622 likes.

In conjunction with unprecedented national and international media attention, the profile and the reach of the Mayor remains high. This may be reflected in the Advocacy/Lobbying score which increasing slightly in 2015 (up two points to 60) is significantly higher than both the state-wide and Regional Centres averages (55 respectively). The 18-35 year old residents rated performance in this area significantly higher.

- The performance rating for Community consultation and engagement remains relatively unchanged from 2014 and is comparable to both the state-wide and Regional Centres averages. Those aged 18-34 years are less critical, rating performance significantly higher. Importance (74) rated 20 points higher than perceived performance (54) makes this a priority area for improvement. Work is currently underway to enhance the way CoGG engages by offering a wider range of online engagement techniques to increase opportunities for community participation.
- The rating for *Condition of sealed local roads* increased slightly from 2014 (up two points to 56) and is comparable to state-wide and regional Centres (55 points respectively). Importance (77), however, is rated 21 points higher than perceived performance.
- Customer Service has dropped significantly in the past 12 months (down 7 points to 68). The state- wide average also decreased significantly in 2015 (down 2 points to 70). While it remains one of the higher rating measures for Geelong, Customer Service is now scoring slightly, although not significantly, below the Regional Centres (71) and state-wide averages (70). Performance ratings declined across all residents under 65 years. The most significant decline was from the 35-49 years old residents, the group that has had the most contact with Council over the past 12 months.
- There is a range of ways in which customers can access services from the City of Greater Geelong. In any given year the City of Greater Geelong receives approximately 932,000 incoming phone calls, 130,000 visitors at designated customer service centres, 75,000 requests for service 18,000 contact us emails, and 1.5 million visits to the geelongaustralia webpage to name a few. The emergence and increasing popularity of new channels such as the web has enabled an increased mix of contact and service delivery options whilst enhancing flexibility and value to customers. However, different contact options produce different experiences and levels of customer satisfaction. In order to help drive improved customer service performance across the organisation the city is now focussing on the following key activities:
 - *The development of a new Customer Service Strategy for the organisation to aspire, share and deliver;*
 - *Strategic Reviews- continue assessment of future options for service delivery and/or current effectiveness of services delivery to ensure councils services are relevant, appropriate and responsive for current and future generations;*
 - *Investment in new technologies such as a unified telecommunications system and “Mygeelong” which help manage growing demand, promote efficiency, reach out and promote independence and convenience for those who want it;*
 - *Implementing a structured officer development program that focuses on staff developing a more sophisticated understanding, and commitment around customer service, of customer need and diversity in order to respond to different customer types;*

- *The introduction of the Common Measurement Tool (CMT) designed to collect feedback from customers relating to service for any part of the organisation across all channels of service delivery (telephone, in person, web, mail, email) as well as for individual departments.*

Service areas

- *Arts and libraries* and *Waste Management* were the highest performing services provided by Council. *Arts and libraries* performed significantly better than the state-wide average while *Waste Management* performed significantly better than the Regional Centres average.
- There were some significant improvements in the performance of some service areas in 2015:
 - *Business and community development and tourism, Slashing and weed control* (up seven points respectively). Scores significantly exceed both the state-wide and Regional Centres average.
 - *Planning and building permits* (up five points). Process improvements implemented in 2014, including an upgrade in software which resulted in a record number of Planning Permit applications issued within the statutory 60 day period, may have contributed to a significant increase in the performance for Planning and building permits.
 - *Parking facilities* (up seven points to 54). Changes to parking conditions in Central Geelong saw parking limits and grace periods extended and free Saturday parking introduced in early 2015. While the impact of these changes were not evident in last years results, 2015 saw a significant increase in the performance of this area.
- The following services experienced a noticeable decline in performance in 2015; *Elderly support services* (down six points), *Family support services* and *Disadvantaged support services* (down four points respectively). All three services have now recorded their lowest score since 2012 while ratings for both Elderly support and Family support services are now below the state-wide averages. Male residents appear to be far more critical of the performance of these three support services (rating them significantly lower) than in previous years.
- Priority service areas for improvement, where performance rated below importance by 10 points or more) remain relatively unchanged from previous years:
 - *Parking facilities*: Despite a significant increase the community's perception of performance still remains relatively low (54). Scores are comparable to the Regional Centres average (53) but significantly below the state-wide average (57). A difference of 21 points from perceived importance (75) indicates that it is a priority area for review.
 - *Making community decisions*: score remains relatively unchanged from 2014. Those aged 18-34 years are less critical, rating performance significantly higher.
 - *Informing the community*: Performance remains relatively unchanged from 2014 (down one point to 60) and is comparable to state-wide (61) and regional Centres (58). Residents aged 65+ years were significantly less satisfied with Councils performance in this area than in previous years. A net difference of 18 points separates importance from performance.
 - *The condition of local streets and footpaths*: an area scoring consistently low since 2012 with a net difference of 19 points from perceived importance. This area is consistently identified as a priority improvement area.

Council continues to increase expenditure with \$21.2M allocated in the 2015/16 budget for road and footpath renewal in recognition of the need to address Council's ageing infrastructure.

- Other services which have a higher derived importance to the community but are not rating as well are *Traffic management, Disadvantaged support services, Planning and building permits, Councils town planning policy and Elderly Support Services*.
- Service areas highlighted for improvement will be referred to relevant Managers to consider and identify potential improvement opportunities and/or any further investigation required.

Other questions:

- While a newsletter sent by mail is still the preferred method of contact for residents (29%), there has been an increase in the proportion of residents interested in receiving a community newsletter email (27%).

Although mail has declined in favour among residents over 50 years (down from 42% in 2014 to 28% in 2015), it is still preferred ahead of e-mail (22%).

- In the lead up to the possible introduction of rate capping for the 2016-17 council budgets, it is interesting to note that there is a higher number of residents who would prefer to see services cut if rates stay at their present level (46%) than those who would prefer to pay more for rates if services improved (40%).
- It is important to note that particular demographic groups tend to rate Councils' service delivery differently. In general, Council's performance on most measures is viewed most favourably by younger adults (18-34 years) and women and least so by those aged 35-49 and over 65 years as well as men.
- A summary table of results is provided in Appendix 1.
- A copy of the independent research report is provided as Appendix 2. The report includes comparisons with state-wide averages and other Councils in the Regional Centres group.

Environmental Implications

Actions taken as a result of the findings of this survey will need to consider the environmental implications in their development.

Financial Implications

Major changes to survey content and methodology post the 2012 survey has resulted in an increased cost to participate. Participation in the annual survey for 2015 cost \$15,740, this being \$10,240 greater than is currently budgeted.

Policy/Legal/Statutory Implications

Council's participation in this Community Satisfaction survey supports the requirements of the Best Value legislation and Council's own policies by contributing to the development of a program of regular consultation with the community in relation to the services we provide; and taking into account community expectations and values when establishing quality and cost standards.

The Local Government Act 1999 Section 208B ensures that Councils continuously look to improve services to the community. In particular, section 208B (e) states that "a Council must develop a program of regular consultation with its community in relation to the services it provides".

Further to this, 208B (f) states that Councils must also report regularly to the community on its services, achievements, improvement opportunities and consultation activities.

Community satisfaction ratings form part of the newly legislated Local Government Performance Reporting Framework indicators, required to be reported by councils in their annual reports and to be published annually by Local Government Victoria.

Alignment to City Plan

Participation in the Local Government Community Satisfaction Survey directly supports the City Plan Priority 'Efficient and customer focused organisation' under the Strategic Direction 'How We Do Business'.

Officer Direct or Indirect Interest

There is no direct or indirect officer interest to which this report relates.

Risk Assessment

Actions taken as a result of the findings of this survey will need to be balanced against an assessment of the risks involved.

Social Considerations

Actions taken as a result of the findings of this survey will need to consider the social implications in their development.

Human Rights Charter

The process of engaging with the community and listening to those who are directly affected by the decisions Council supports specific rights within the Human Rights Charter including:

- 'every person in Victoria has the right, and is to have the opportunity, without discrimination, to participate in the conduct of public affairs' (section 18)
- that 'every person has the right to freedom of expression which includes the freedom to seek, receive and impart information and ideas of all kinds, whether within or outside Victoria' (section 15).

Consultation and Communication

It is a recommendation that the results of this survey are communicated to the community via a media release and a copy of the results is made available on Council's website and at City of Greater Geelong Customer Service Centres.

Appendix 1 - Index scores

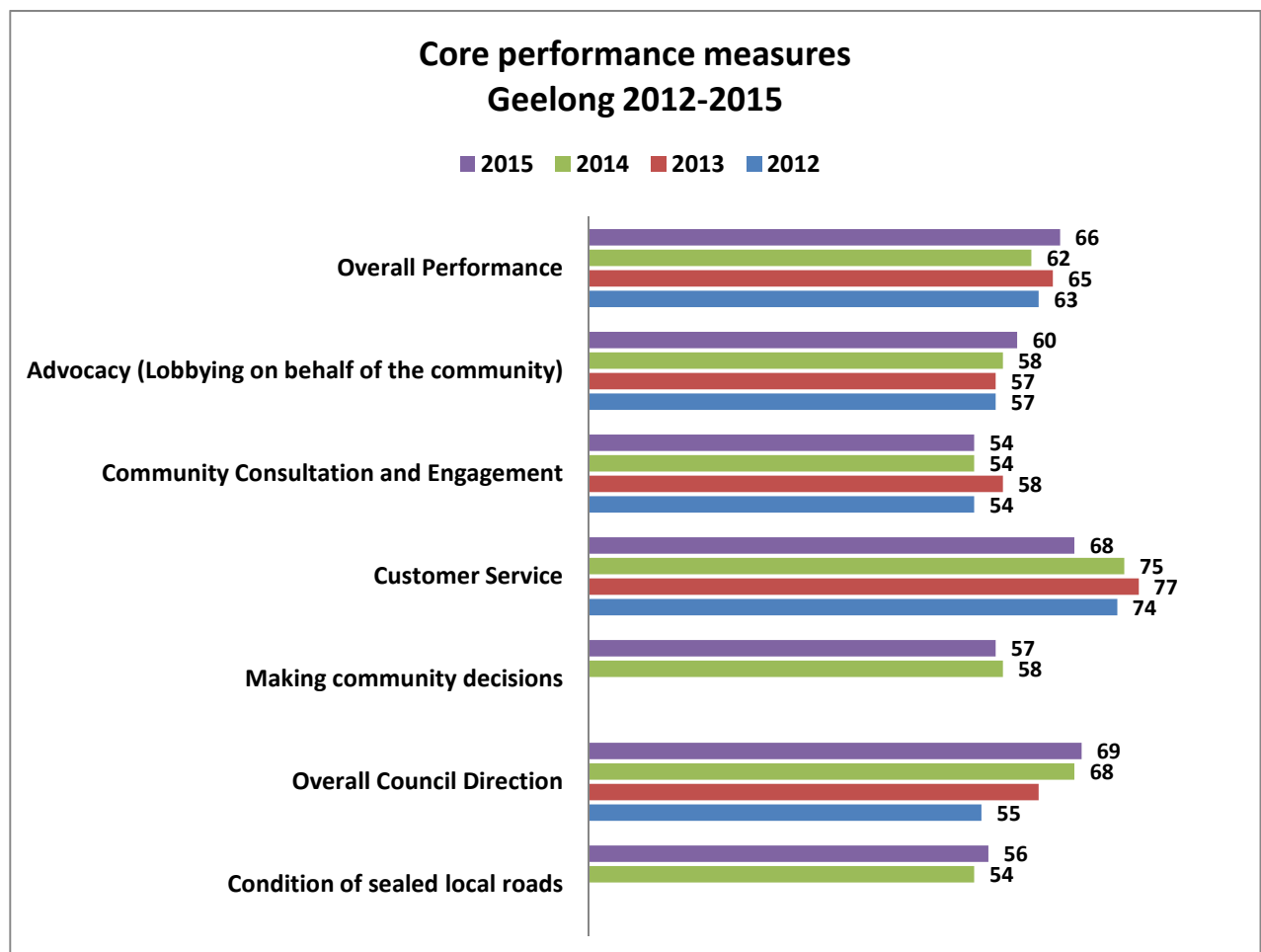
Core Performance measures

Geelong 2015 vs. 2014

Significantly higher than Geelong 2014 index score

Significantly lower than Geelong 2014 index score

Core Performance measures	Geelong 2012	Geelong 2013	Geelong 2014	Geelong 2015
Overall Performance	63	65	62	66
Community Consultation and Engagement	54	58	54	54
Advocacy (Lobbying on behalf of the community)	57	57	58	60
Making community decisions	n/a	n/a	58	57
Condition of sealed local roads	n/a	n/a	54	56
Customer Service	74	77	75	68
Overall Council Direction	55	63	68	69



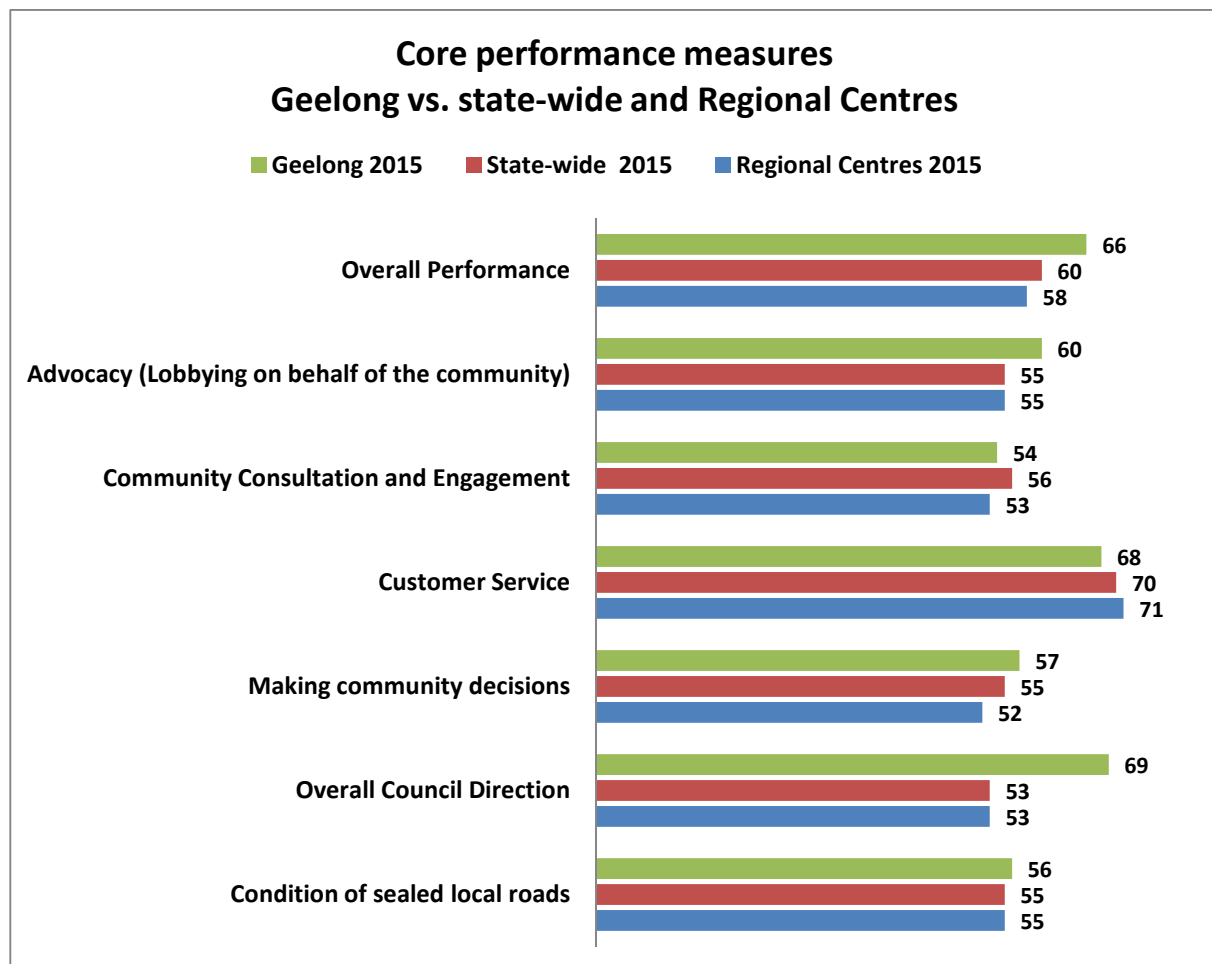
Geelong 2015 vs. state-wide and Regional Centres average

Significantly higher than state-wide and/or Regional Centres average

Significantly lower than state-wide and/or Regional Centres average

Core Performance measures	Geelong 2015	State-wide 2015	Regional Centres 2015
Overall Performance	66	60	58
Community Consultation and Engagement	54	56	53
Advocacy (Lobbying on behalf of the community)	60	55	55
Making community decisions	57	55	52
Condition of sealed local roads	56	55	55
Customer Service	68	70	71
Overall Council Direction	69	53	53

Note: Regional Centres include Ballarat, Greater Bendigo, Greater Geelong, Greater Shepparton, Latrobe, Mildura and Warrnambool.



Service areas – Four year trend

Significantly higher than Geelong 2014 index score

Significantly lower than Geelong 2014 index score

Performance measures	Geelong 2015	Geelong 2014	Geelong 2013	Geelong 2012
Art centres and libraries	77	75	75	75
Waste management	74	75	69	74
Recreational facilities	70	73	73	72
Elderly support services*	63	69	67	66
Community and cultural activities	70	68	70	69
The appearance of public areas	70	68	69	70
Family support services*	63	67	68	65
Enforcement of local laws	64	64	70	68
Disadvantaged support services*	60	64	62	62
Business and community development and tourism	70	63	67	64
Environmental Sustainability	63	62	n/a	n/a
Informing the community	60	61	61	60
The condition of local streets and footpaths	58	59	59	58
Traffic management	61	58	59	59
Roadside slashing and weed control	62	55	61	64
Council's general town planning policy	55	53	55	52
Planning and building permits*	56	51	58	55
Parking facilities	54	47	47	49

(*) denotes service where respondents were asked to indicate whether they or anyone in the household had used or experienced the service in the past 12 months.

Geelong 2015 vs. State-wide 2015 average and Regional Centres 2015 average

Significantly higher than state-wide and/or Regional Centres average

Significantly lower than state-wide and/or Regional Centres average

Performance measures	Geelong 2015	State-wide 2015	Regional Centres 2015
Art centres and libraries	77	73	75
Waste management	74	72	71
Recreational facilities	70	70	69
Elderly support services*	63	69	66
Community and cultural activities	70	69	69
The appearance of public areas	70	72	72
Family support services*	63	67	66
Enforcement of local laws	64	66	67
Disadvantaged support services*	60	62	61
Business and community development and tourism	70	61	63
Environmental Sustainability	63	64	63
Informing the community	60	61	58
The condition of local streets and footpaths	58	58	58
Traffic management	61	60	62
Roadside slashing and weed control	62	55	58
Council's general town planning policy	55	54	55
Planning and building permits*	56	54	57
Parking facilities	54	57	53

Note: Regional Centres include Ballarat, Greater Bendigo, Greater Geelong, Greater Shepparton, Latrobe, Mildura and Warrnambool.

(*) denotes service where respondents were asked to indicate whether they or anyone in the household had used or experienced the service in the past 12 months.

3. G21 REGIONAL TENNIS STRATEGY

Portfolio:	Sport & Recreation – Cr Irvine
Source	Projects, Recreation & Central Geelong / Sport & Recreation
Act/General Manager:	Jenny McMahon
Index Reference:	Subject: Tennis

Purpose

The purpose of this report is to seek Council endorsement of the G21 Regional Tennis Strategy.

Summary

- The G21 Regional Tennis Strategy provides a framework for the development of tennis participation, governance and facilities throughout the G21 Region over the next 10 years.
- The Strategy is a collaborative planning project between Tennis Australia, Tennis Victoria, Sport & Recreation Victoria and the local government authorities in the G21 Region.
- The vision of the Strategy is: By 2025 the G21 Region will be Victoria's fastest growing and most accessible region for tennis.
- The five strategic priorities identified within the Strategy are:
 - **Priority 1:** Structure of tennis - Develop an aligned and collaborative structure to manage tennis.
 - **Priority 2:** Participation - Grow tennis, its range of activities and its year round appeal.
 - **Priority 3:** Facility provision and renewal - Reposition the tennis facility mix to align with future needs and demand.
 - **Priority 4:** Club support & development - Support clubs and venues to grow their capacity and improve management and operations.
 - **Priority 5:** Servicing and delivery - Promote tennis and provide resources (human and financial) to support change.

Cr Irvine moved, Cr Ansett seconded -

That Council:

- 1) endorse the strategic directions of the G21 Regional Tennis Strategy (Appendix 1);**
- 2) note that the implementation of recommendations within the G21 Regional Tennis Strategy will be subject to Council's annual budget process; and**
- 3) amend the hierarchy description within the municipal action plan for the Centre Court Indoor Tennis Centre from local to district.**

Carried.

Background

Tennis is a highly popular sport which engages people across all age groups, genders and locations; however the way in which the sport is accessed is continually changing.

The “golden age” of tennis during the 1960-70’s saw an increase in the number of participants and facilities across the region, with membership at a local tennis club and weekend competition being the primary way to access the sport.

The majority of facilities throughout the region were established during this period and reflect how communities have historically played tennis. While traditional formats for participating in tennis are still prevalent, community expectations are changing the way participants want to engage with the sport.

Research undertaken by Tennis Australia as part of the Tennis 2020 report indicates trends in how our communities are accessing tennis and are shifting away from the traditional club competition model. Of current participants, 66% would prefer a pay-for-play model as opposed to a club membership, with only 10% of people have participated in tennis in the past 12 months being members of a club. The major drivers of tennis participation are social interaction (41% of participants) and fitness (28%).

Research also identified significant latent demand for tennis, with high numbers of people currently not playing tennis being interested in engaging. The way our communities want to play tennis are changing, but tennis competitions, facilities and governance continues to provide traditional methods for accessing the sport.

Participation in tennis in the G21 Region is predominantly accessed through association/club competitions and programs. There are currently four (4) active tennis associations within the region:

1. Tennis Geelong – provides competition within the City of Greater Geelong, Golden Plains and Surf Coast Shires.
2. Bellarine Peninsula Tennis Association – provides competition throughout the Bellarine Peninsula, central and southern areas of the City of Greater Geelong and across the Surf Coast Shire.
3. Polworth & District Tennis Association – predominately serves the Colac Otway Shire with senior and junior tennis competitions
4. Buninyong & District Tennis Association – serves the townships in the northern area of the Golden Plains Shire.

A limited number of clubs also provides “pay for play” activities including the Geelong Lawn Tennis Club, Colac Lawn Tennis Club, Centre Court Indoor and Colac Indoor Sports Centre. Participation opportunities within the region are generally traditional in nature, with weekend competition formats being the primary form of organised competitive activity.

As at 2012/13, 55% of tennis clubs operating within the G21 Region were affiliated with Tennis Victoria. Registered members in tennis across the G21 Region declined by 982 (or 22%) between 2010/11 and 2012/13, with only six Tennis Victoria affiliated clubs reporting more than 100 members in 2012/13.

On 1 July 2014, Tennis Victoria in conjunction with Tennis Australia introduced a new affiliation model for all Victorian tennis clubs based on the number of courts rather than per member. Since inception, registered memberships in the G21 Region (as at August 2014) grew by 166 to 2986 registered members. Club affiliations are expected to continue increasing throughout the region via the new affiliation model.

The G21 Region provides a high number of facilities and courts – 105 operational venues and 402 courts. The G21 Region's court to population ratio of 1 to 730 substantially exceeds the industry benchmark of one court to 1500 head-of-population. While the number of courts in the region is high, the mix of facilities is deficient in large community venues and over-serviced with local and public access venues.

There are currently two regional scale venues (16+ court facilities) in the region - the Geelong Lawn Tennis Club (the existing Tennis Australia designated Regional Tennis Centre for the region) and the Colac Lawn Tennis Club. This provides a deficiency in large community venues (12+ courts) compared with other prominent tennis regions across Victoria.

Only eight venues across the G21 Region have eight or more courts – six of which are located in the City of Greater Geelong, one in Colac and one in Anglesea.

Public access (generally 3 courts or under) and local (generally 4-7 courts) tennis venues account for 92% of the 104 tennis venues through the G21 Region. These venues have traditionally been developed to meet local needs and township settlement patterns. Small tennis venues provide for organised competition, although generally lack the critical mass to provide broader programs and non-traditional formats of tennis participation such as Hot Shots and Cardio Tennis.

Governance of tennis in the G21 Region is currently disjointed, with limited alignment between the activities of the Barwon Region Tennis Network, tennis associations, clubs and coaches. The overarching governance structure throughout Regional Victoria is currently being reviewed by Tennis Victoria.

Discussion

The G21 Regional Tennis Strategy was prepared to guide the development of tennis within the G21 Region. Key sport, government and community stakeholders were engaged to identify issues and opportunities influencing planning, provision and growth of tennis in the G21 Region.

Planning for sport across the G21 region recognises that sporting leagues and associations are not bound by municipal boundaries, it allows sporting associations and leagues to respond in a meaningful manner and apply scarce resources. The G21 Regional Tennis Strategy accordingly has been created to ensure that it maximises the value for sport whilst recognising the diverse ways that municipalities service their constituents.

An Issues and Opportunities Paper was developed as the first stage of the project to provide strategic context for the recommendations within the Strategy. Information was collated under the following seven key themes:

1. Policy and planning – Policy and planning inconsistencies across the region impact on the access to appropriate facilities and opportunities to participate in tennis.
2. Regional structure – Participation/competition pathways and governance at a regional level have limited alignment.
3. Tennis participation – Traditional competition formats provide for existing participants, however additional opportunities for competition, coaching, social and fitness options will increase participation, particularly among people who are not currently engaged with the sport.
4. Coaching – Offering coach education opportunities locally and connecting coaches to clubs throughout the region will encourage increased participation and development of the coaching industry.

5. Club development – A range of club development initiatives are currently available to clubs, except an ad hoc coordination and promotion has limited take-up across the region.
6. Facility provision and asset management – The G21 Region has a high court to population ratio and facilities are generally in satisfactory condition. Gaps in the provision of facility types (large community and district level facilities) and facility components (sports lighting) present limitations in facility provision and the ongoing sustainability of tennis clubs.
7. Servicing and delivery – Coordination between government, agencies and the sport needs improvement to ensure clubs and associations are serviced effectively and efficiently.

Following the completion of the Issues and Opportunities Paper, the G21 Regional Tennis Strategy was developed under the following strategic framework:

- Vision
- Strategic priorities and objectives
- Key strategies – actions within each strategic priority
- Municipal action plans

The G21 Regional Tennis Strategy creates a strategic framework for the development of tennis throughout the region over the next 10 years. The vision of the G21 Regional Tennis Strategy is: By 2025 the G21 Region will be Victoria's fastest growing and most accessible region for tennis.

The strategic priorities and associated objectives are:

PRIORITY 1 – STRUCTURE OF TENNIS

Objective: Develop an aligned and collaborative structure to manage tennis.

The Strategy recommends a restructure of tennis governance for the G21 Region. The development of a collaborative structure which includes competition development, administration, pathway development, event support, coach development, schools coordination and club development initiatives is vital to growing tennis participation.

Tennis Victoria is currently undertaking a comprehensive review of country tennis governance structures which will influence the structure of governance in the G21 Region.

PRIORITY 2 – PARTICIPATION

Objective: Grow tennis, its range of activities and its year round appeal.

Participation throughout the G21 Region is currently inconsistent, with many activities and opportunities to play is driven by a small number of clubs, coaches and private operators. Change in participation opportunities is critical to the engagement of new participants into the sport. A greater focus on providing the right mix of activities to meet community trends and demands is required.

Participation trends indicate a decrease in registered members and competition participants, although increased engagement in other forms of tennis such as Hot Shots (junior program), Cardio Tennis and social participation formats.

PRIORITY 3 – FACILITY PROVISION AND RENEWAL

Objective: Reposition the tennis facility mix to align with future needs and demand.

The project team visited every tennis facility in the G21 Region to develop a detailed inventory of all assets based on condition and suitability against current standards.

The general provision of courts across the G21 Region exceeds standard industry benchmarks and ratios. Court numbers meet minimum recommended numbers to the projected population, but location, quality, condition and type of venue provision no longer meet the requirements of clubs, participants and programs.

Clear gaps exist in the regional facility hierarchy, with low numbers of large community (12-15 courts) and district level (8-11 courts) facilities, and high numbers of local (4-7 courts) and public access (1-3 courts) facilities. This facility mix impacts the capacity of the region to build sustainable clubs and integrated competitions, as well as deliver tournaments and events.

The Strategy recommends few new courts (predominantly at Armstrong Creek), rather prioritising upgrades to infrastructure at existing facilities. A select number of existing venues with limited organised activity or residential catchment are also recommended to be decommissioned.

The provision of additional sportslighting at tennis facilities is prioritised within the Strategy to meet current and future demands for night competitions and social tennis.

PRIORITY 4 – CLUB SUPPORT & DEVELOPMENT

Objective: Support clubs and venues to grow their capacity and improve management and operations.

Tennis clubs in the G21 Region have access to a range of state, regional and local club support resources, though collectively they have not taken up these opportunities to full capacity. However, the G21 Region has historically low levels of affiliation to Tennis Victoria (55% prior to July 2014), but recent reforms to the affiliation model are encouraging more clubs within the region to align with the peak body for tennis.

Connecting clubs to the support offered by Tennis Victoria through affiliation is vital to ensuring the future sustainability of the sport within the region.

PRIORITY 5 – SERVICING AND DELIVERY

Objective: Promote tennis and provide resources (human and financial) to support change.

The servicing of tennis across the G21 Region is performed by a range of local, regional and state level stakeholders. Local and regional operations are currently supported by Tennis Victoria via their Community Tennis Officer program, the local tennis coach network, tennis associations and the Barwon Regional Tennis Network.

Tennis Victoria has recently employed an additional Country Community Tennis Officer to service the Barwon, Glenelg and Central Highlands areas.

Critical Actions

Each priority area includes a range of key strategies to achieve the listed objectives. Four key strategies are identified as critical for immediate action to position tennis to grow in a sustainable manner over the next 10 years. The four (4) critical strategies are:

1. Restructure tennis governance in the G21 Region – The region requires a collaborative governance structure which includes competition development, administration, pathway development, event support, coach development, schools coordination and club development initiatives.
2. Strategically invest in tennis court lighting to grow participation – While the region has a relatively high number of courts, increasing the number of courts with lighting will provide new opportunities to participate in wider range of activities and increase the hours of operation at tennis venues.
3. Support the sustainability of tennis via the new national affiliation model - The new National Affiliation Model shifts affiliation from a per member basis to a set annual club affiliation fee based on the club's number of courts. This will see clubs pay less for affiliation, thus incentivising clubs to affiliate to the peak body and increasing their levels of support.
4. Adopt the Strategy into organisational work plans and budgets - Current levels of servicing require improvement and future investment by government and peak sporting bodies in order to deliver on the many actions identified within this Strategy. Increased numbers of affiliated clubs via the new national affiliation model will also increase service level expectations across the region.

Municipal Action Plans

A key component of the G21 Regional Tennis Strategy is the Municipal Action Plan for each of the five (5) municipalities within the region.

Municipal Action Plans have been developed in conjunction with Council officers and considered existing local sports development plans, strategies, Council policies and preferred future directions for each individual Council. The action plans are designed to align and integrate with existing Council policies and capital programs, identify key priorities and recommendations for tennis infrastructure.

Each Municipal Action Plan provides:

- Municipal overview
- Tennis development priorities
- Infrastructure recommendations – 10 year program

An estimated \$2,475,200 is required to implement the facility development recommendations from the Municipal Action Plan for City of Greater Geelong. Council's annual hard surface renewal program (tennis and netball) of \$247,000 pa is sufficient for court renewal recommendations within the Strategy. The implementation of capital upgrade recommendations within the Strategy will be subject to Council's annual budgetary process.

Environmental Implications

There are no direct environmental implications arising from this report.

Financial Implications

There are no immediate financial implications arising from this report. Funding for the implementation of the Strategy will be sought through a range of funding opportunities and Council's existing budgetary process.

The Strategy recommends the existing hard court renewal budget be kept at the current levels to ensure that the cyclical renewal of tennis courts can be maintained.

An estimated \$2,475,200 is required to implement facility development recommendations from the Municipal Action Plan for City of Greater Geelong. Council's annual hard surface renewal program (tennis and netball) of \$247,000 pa is sufficient for court renewal recommendations within the Strategy. The implementation of capital upgrades recommendations within the Strategy will be subject to Council's annual budgetary process.

Policy/Legal/Statutory Implications

There are no policy, legal or statutory implications arising from this report.

Alignment to City Plan

This report is aligned to the Community Well-Being objective of the City Plan. The provision of sport and recreation facilities promotes healthy lifestyle through physical activity.

Officer Direct or Indirect Interest

No Council officers involved in the preparation of this report are known to have a direct or indirect interest in matters to which this report relates.

Risk Assessment

There are no notable risks associated with this report.

Social Considerations

Tennis provides many benefits including bringing communities together, reducing social isolation, increasing community pride, developing social capital and improving physical and mental health. This Strategy provides clear direction for all stakeholders to ensure that tennis will grow across the region.

Public access courts are provided in many of the region's smaller townships, promoting healthy physical activity and social connection in more isolated areas. The Regional Strategy identifies opportunities to provide an improved level of service across the region.

Human Rights Charter

This report has no impact on compliance with the Human Rights Charter.

Consultation and Communication

The development of the Strategy has been a collaborative effort of a number of partner organisations including Tennis Australia, Tennis Victoria, Sport & Recreation Victoria, G21 and the five G21 local government authorities.

A Project Steering Group (PCG) was developed to provide technical advice and input from a local perspective. Project stakeholders including associations, clubs, coaches, and schools were consulted in the analysis and scoping stage of developing the Issues and Opportunities Paper.

Consultation activities including workshops with the project reference groups, targeted discussions with local government authorities, surveys of clubs, coaches and schools, and facility audits were undertaken in the development of the Strategy.

The draft Strategy was publically exhibited across the 5 participating LGAS for a period of six weeks. Twenty-four (24) submissions were received during this period with only minor changes made to the draft Strategy.



G21 REGIONAL TENNIS STRATEGY 2015-2025

FINAL STRATEGY REPORT

APRIL 2015: ISSUE 01

ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, in addition to the Victorian Government and the five local government authorities comprising the G21 Geelong Region Alliance.

Input and advice from Tennis Australia, Tennis Victoria, Local Government Authorities and the G21 regional tennis community has also assisted the development of this document.

PROJECT CONSULTANTS

***insideEDGE* Sport and Leisure Planning**

Whitten Oval | 417 Barkly Street

Footscray West | VIC 3012 | Australia

Telephone | +61 3 9680 6370

Email | info@ieslp.com.au

Web | www.ieslp.com.au



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THE G21 REGIONAL TENNIS STRATEGY IS DELIVERED IN TWO REPORT VOLUMES.

Volume 1 – Issues and Opportunities

Volume 1 provided detailed project, region and tennis context and associated analysis to inform strategic directions, as well as an analysis of the issues impacting tennis across the G21 region. It also highlighted potential opportunities for improvement, which provides the basis for Volume 2 – Strategy and Recommendations.

Volume 2 – Regional Strategy (THIS DOCUMENT)

Volume 2 provides the principles and strategic framework to support the future development, governance and growth of tennis throughout the G21 region. It also provides key regional strategic directions and recommendations for tennis development and infrastructure provision, as well identifying key priorities and actions for each participating municipality.



INTRODUCTION

ABOUT THIS DOCUMENT

The G21 Regional Tennis Strategy aims to improve tennis participation in the region, and guide future development, service provision and investment in the sport over the 2015-2025 period. Nationally, a movement away from traditional weekend competition formats has resulted in many local clubs and associations struggling to retain and attract participants, creating the need for a collaborative approach to the future delivery of integrated strategies to support tennis participation.

The G21 region is made up of a diverse range of communities, with a number of rural townships mixed with high growth areas creating a demand for a clear vision for facilities, services and support for tennis across a wide-ranging regional community.

Five Local Government Authorities comprise the G21 Geelong Region Alliance, including the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.

The *G21 Regional Tennis Strategy* investigates the issues and opportunities facing tennis on a regional scale, utilising the knowledge and resources from each of the five represented LGAs of the G21 region. Further support has been provided by Tennis Australia, Tennis Victoria, local clubs, coaches and associations. Funding for the project has been provided by each of the five LGAs, the Victorian Government and Tennis Australia.

The G21 Regional Tennis Strategy builds on the information provided within Volume 1 – Issues and Opportunities Paper.

Volume 2 provides regional recommendations and strategic directions for implementation by the G21 tennis community, Tennis Victoria and Local Government Authorities, supported by Tennis Australia, State Government and other regional partners.

Volume 1 - Issues and Opportunities Paper provides detailed information on seven key themes impacting tennis development and infrastructure provision across the G21 region:

- Policy and planning
- Regional structure
- Tennis participation
- Coaching
- Club development
- Facility provision and asset management
- Servicing and delivery.

This Regional Strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper (prepared in 2013) and provides clear direction on the recommended strategies and actions required to better provide for and support tennis in the G21 region for the next 10 years from 2015 to 2025.

Analysis of information and identification of local and regional issues was based on available historical data from 2011/12 and earlier. Over the 2013-2014 period, Tennis as a sport have made a number of significant positive improvements which are highlighted within this report.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

ABBREVIATION	DEFINITION
ABS	Australian Bureau of Statistics – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
Barwon Regional Tennis Network	Tennis Victoria regional body designed to promote and publicise tennis in the region, with a focus on regional team events.
BSA	Barwon Sports Academy.
CALD	Culturally and Linguistically Diverse communities
Cardio Tennis	Tennis Australia fitness based coaching program, designed for teenagers through to adults with a focus on constant movement and activity.
Clay / red porous	Clay is a generic term to classify any playing surface with a 'clay-like' appearance. In Victoria, these are commonly called red porous or en tous cas and differ from traditional European clay courts.
CTO	Tennis Victoria Community Tennis Officer.
Cushioned hard court	An acrylic hard court, with either a liquid or mat applied cushioning applied below the surface on top of a concrete or asphalt base. The Australian Open 'blue courts' are a cushioned hard court.
ERASS	Participation in Exercise Recreation and Sport Survey – Statistical research produced by the Standing Commission on Recreation and Sport (SCORS) and used to examine trends in football participation and to project future growth and demand. Surveys were conducted between 2001 and 2010.
G21	G21 Geelong Region Alliance – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe.
G21 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
Hot Shots	Tennis Australia introductory tennis coaching program designed for children, utilizing modified courts, nets, racquets and balls.
JDS	Junior Development Series tournaments, run through the Barwon Regional Tennis Network.
Leisure Networks	Regional Sports Assembly for the Barwon Region.
LGA	Local Government Authority.
Natural grass	A natural grass playing surface, usually only usable during the warmer months.
Non-cushioned hard court	An acrylic hard court, with the surface material applied directly to a concrete or asphalt base in a number of layers.
SRV	Sport and Recreation Victoria.
Strategy	References throughout this document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole. The Strategy may also be referred to as 'the study' in some instances.
Synthetic grass	Also referred to as Artificial Grass or Sand Filled Artificial Grass (SFAG) court surface.
VCTA	Victorian Country Tennis Association.

PROJECT METHODOLOGY

The following diagram visually represents the project methodology and steps undertaken in the preparation of this *Regional Strategy*.

STAGE ONE

- PROJECT INITIATION

STAGE TWO

- 2A) SITUATION ANALYSIS AND
- 2B) SUPPLY ANALYSIS

STAGE THREE

- STRATEGIC FRAMEWORK DEVELOPMENT

STAGE FOUR

- DEVELOPMENT OF AN ISSUES AND OPPORTUNITIES PAPER

STAGE FIVE

- DRAFT *G21 REGIONAL TENNIS STRATEGY*

STAGE SIX

- PRESENTATION AND FINAL REPORTING

PROJECT STUDY AREA

The study area for the *G21 Regional Tennis Strategy* includes the five municipalities of Greater Geelong, Surf Coast, Golden Plains, Colac Otway and Queenscliffe.

The principal population centre of the region is located in Geelong, however growth is expected in the areas of Clifton Springs, Lara, Leopold, Ocean Grove, Drysdale, Fyansford, Torquay, Bannockburn, Colac and most significantly in the Armstrong Creek growth area, located midway between South Geelong and Torquay.

Refer to **Figure 01** below for map of the study area.

PROJECT GOVERNANCE

The following project governance structure was established for the delivery of this project.

PROJECT CONTROL GROUP (PCG)

- To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from City of Greater Geelong (as project managers), Tennis Australia, Tennis Victoria and DTPLI

PROJECT STEERING GROUP (PSG)

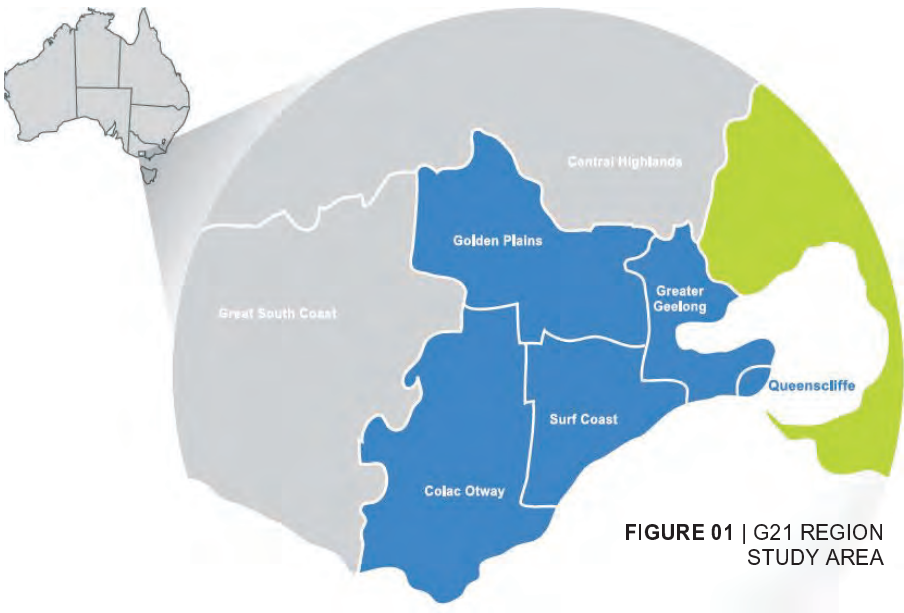
- To provide technical advice and input into the project – includes representatives from Tennis Australia, Tennis Victoria, LGA's and SRV (under DTPLI)

PROJECT STAKEHOLDERS

- To provide an opportunity for key tennis stakeholders to have input into the development of the Strategy – includes clubs, coaches, centres, associations and regional contacts

QUICK FACTS

- 5 LOCAL GOVERNMENT AUTHORITIES
- 8,972 SQUARE KILOMETRES
- 298,000+ RESIDENTS
- 116 TENNIS FACILITIES
- 406 USABLE TENNIS COURTS
- 78 CLUBS & 4 TENNIS ASSOCIATIONS
- 3,370+ REGISTERED PLAYERS



PROJECT CONTEXT

The purpose of this project is to prepare a strategy to guide the development of tennis within the G21 region between 2015 and 2025.

The plan will address infrastructure and sports development aspects, as well as establishing a clear structure for relevant stakeholders within the region. Strategies and actions for increasing and improving participation and facilities to cater for existing and future demand will be developed, with a long term strategic approach to addressing issues and opportunities adopted.

WHY A REGIONAL APPROACH

Participation in sport occurs without the limitations or structure of municipal boundaries, but planning for facilities, and delivery of programs, services and resources are influenced by these boundaries.

Addressing the issues concerning tennis provision and delivery on a regional scale provides many benefits to both the sport and project partners.

As the focus of the strategy is at a higher level, State and Local Governments and Tennis Victoria have the opportunity to collectively implement actions in a planned and coordinated manner.

The commitment of State Government, Tennis Australia and Tennis Victoria also allows for greater partnership development, assisting the targeted provision and future investment in facilities and services which impact a larger portion of the Victorian community beyond individual clubs.

PROJECT CONSULTATION PROGRAM

In developing the *G21 Regional Tennis Strategy*, the following stakeholder consultation activities have been undertaken, in addition to the extensive consultation program conducted during project stages one to four as part of the Issues and Opportunities Paper:

- Presentation of overarching issues and opportunities to PCG and PSG in December 2013
- Detailed review of Issues and Opportunities Paper by PCG and PSG representatives (Jan-Feb 2014)
- Strategic directions meeting and workshop with Tennis Australia and Tennis Victoria representatives (March 2014)
- Individual meetings with each Local Government Authority to discuss regional implications, principles and municipal actions (March 2014)
- Development of preliminary strategic directions and recommendations for PCG review and feedback (June 2014)
- Meeting with Tennis Victoria Places to Play, Regional CTO and Executive staff to discuss strategic directions and resourcing opportunities (July 2014)
- Development of Draft Strategy for regional stakeholder review (September 2014)
- Public exhibition of Draft Strategy (January-March 2015)
- Consideration and incorporation of stakeholder and public feedback and preparation of this **Final Strategy Report (April 2015)**.



EXECUTIVE SUMMARY

The G21 Regional Tennis Strategy has been prepared to guide the development of tennis within the G21 region over the 2015 to 2025 period. It addresses a range of issues and provides clear direction regarding future infrastructure provision and the needs of tennis development and participation throughout the region. It also makes recommendations regarding future tennis governance and stakeholder roles and responsibilities within the region.

To support the achievement of the proposed strategic directions and objectives highlighted within this report and to ensure the needs of the tennis community are met in the short, medium and longer-term, 41 recommendations have been identified for implementation over the next 10-years. Four actions are considered critical to the improvement of tennis across the region and will require immediate planning and implementation to commence.

The following four critical actions also underpin and set the foundation for the remainder of regional and local actions and will require a cohesive and coordinated regional effect to implement them. Critical actions are:

1. **Restructure tennis governance** in the G21 region.
2. Strategically **invest in tennis court lighting** to grow participation.
3. Support the sustainability of tennis via the **new national affiliation model**.
4. **Adopt recommendations** into organisation work plans and budgets.

The recommendations made within the *G21 Regional Tennis Strategy* have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, tennis and community organisations, as well as individuals involved in the support and provision of tennis.

Over 300 community, school, club and coach surveys were completed and analysed, nine tennis community forums conducted and a range of targeted interviews and face-to-face meetings were held with sport, government and community stakeholders.

Following public exhibition of the *Draft G21 Regional Tennis Strategy* between January and March 2015, 24 submissions were received and reviewed by the Project Control Group with relevant suggestions and updates incorporated into the *G21 Regional Tennis Strategy – Final Strategy Report*.

The recommendations provided within this report have been developed to set the foundation from which to grow and promote the game and for the benefit all current and potential participants, administrators, coaches and supporters of tennis in the G21 region.

The *G21 Regional Tennis Strategy* sets an ambitious vision for the sport in the region, to be **Victoria's fastest growing and most accessible region for tennis**.

Regional partners are stakeholders will achieve this vision by 2025 by:

- ▶ Providing improved community tennis facilities;
- ▶ Creating more opportunities to play;
- ▶ Supporting clubs and their people;
- ▶ Promoting all forms of the game;
- ▶ Implementing innovative ideas, and
- ▶ Formalising player pathways.

To support the achievement of this vision, **five strategic objectives** have been adopted by regional partners and stakeholders:

1. Develop an **aligned and collaborative** structure to deliver tennis.
2. **Grow tennis**, its range of activities and its year round appeal.
3. Reposition the **tennis facility mix to align with future need** and demand.
4. Support **clubs and venues to grow their capacity** and improvement management and operations.
5. **Promote tennis and provide resources** (human and financial) to support change.

Tennis has failed to grow in its traditional competition formats throughout the G21 region for a number of years and as a sport, tennis finds it difficult to compete with the strong and growing local participation in other traditional sports including Australian Rules football, netball and cricket.

Registered members in tennis across the G21 region declined by 982 (or 22%) between 2010/11 and 2012/13, with only 6 Tennis Victoria affiliated clubs reporting more than 100 members in 2012/13.

As at 2012/13 only 55% of tennis clubs operating within the G21 region were affiliated with Tennis Victoria.

On 1 July 2014 Tennis Victoria, in conjunction with Tennis Australia, introduced a new national affiliation model for all Victorian tennis clubs, which aims to support clubs to offer more flexible and innovative options without the barrier of individual affiliation fees.

Since its inception, 2013/14 registered memberships in the G21 region (as at August 2014) grew by 166 or 5% immediately.

In 2012/13 the G21 region captured around 1.5% of the total population as 'registered members', which is on-par with the state's country average of 1.48%.

While registered memberships do not form a projected major growth area of tennis participation, the G21 region has experienced significant growth in its Hot Shots program, with numbers increasing from 695 in 2012/13 to 2,525 in 2013/14.

Of the tennis coaches surveyed through project consultation, 87% indicated they predict growth in both junior programs and Hot Shots over the next three years.

The City of Greater Geelong has consistently provided around 70% of the region's registered members, Surf Coast and Golden Plains 11%, Colac Otway 7% and Queenscliffe 1%.

Stronger participation was reported in a mix of the more highly populated, established and growing areas of Geelong, South Geelong, Newtown, Belmont, Grovedale, Wandana Heights, Waurn Ponds, East Geelong and Ocean Grove. Not surprisingly, these areas also provide the vast majority of larger tennis venues and associated tennis programs and services (refer to **Appendix 1** for the distribution of 2013/14 known Tennis Victoria registered memberships across the region).

Tennis participation is impacted by a number of factors, most of which are being experienced across the G21 region.

These include; poor facility mix, constrained facility capacity (including lack of lighting and event capable infrastructure), limited service provision outside of population centres, limited number of TA qualified coaches operating regionally and in rural townships, declining volunteer numbers to support club growth and development, current competition and activities not keeping pace with local needs and changing demand and the inability to attract funding (and in some cases, policy provisions) to undertake key infrastructure projects to boost regional capacity.

Table 01 on the following page provides a summary of existing tennis venues across the G21 region. The G21 region provides a substantial number of tennis facilities and courts – 116 tennis venues and 406 usable courts.

These numbers have been in decline in recent years, with anecdotal evidence and site investigations suggesting these numbers were up around 130 venues and 500+ courts in recent decades.

Site investigations identified up to 9 existing venues (8%) and 46 (10%) courts as being defunct, not suitable for use or surplus of to local needs, with a number of others showing signs of infrequent use.

The mix of existing venues across the region provides a significant number of Public Access (64 or 55%) and Local tennis venues (44 or 38%). These sites have been historically developed to meet local needs and township settlement patterns.

This leaves only eight venues across the G21 region with eight or more courts – six of which are located in the City of Greater Geelong, one in Colac and one in Anglesea. Some of these venues have courts in poor condition, they provide a mix of surface types and/or are natural grass courts that are limited in year-round use. These factors significantly constrain the capacity to grow tennis and provide for the regional community.

While there are two Regional scale venues (16+ court facilities) in the region - the Geelong Lawn Tennis Club (the existing Tennis Australia designated Regional Tennis Centre for the region) and the Colac Lawn Tennis Club - there is a deficiency in Large Community venues (12+ courts) compared with other prominent tennis regions across Victoria.

This lack of larger venues limits club capacity, competition and program growth and the ability to attract and conduct a range of regular tournaments and events.

In addition to the constrained capacity of the existing regional tennis facility network, only a small number of new courts have been built in the past decade (most being redevelopment of existing venues) and few new venues are planned to 2025. The exception being 36 courts across two separate locations in the Armstrong Creek development area.

TABLE 01 | G21 TENNIS FACILITY PROVISION SUMMARY BY LGA (2013)

LGA	GREATER GEELONG	SURF COAST	GOLDEN PLAINS	COLAC OTWAY	QUEENS- CLIFFE	TOTAL NO.	TOTAL %
NUMBER OF VENUES	48	19	21	26	2	116	-
NUMBER OF CLUBS	33	12	17	14	2	78	67%
NUMBER OF COURTS	231	66	71	74	10	452	-
NUMBER OF PLAYABLE COURTS	218	54	57	67	10	406	90%
RED POROUS / CLAY	12	6	0	0	0	18	4%
SYNTHETIC GRASS	38	24	2	8	4	76	19%
ASPHALT	71	19	29	40	0	159	39%
CONCRETE	2	0	0	1	0	3	1%
ACRYLIC HARDCOURT	80	5	26	3	6	120	30%
NATURAL GRASS	13	0	0	15	0	28	7%
FLOODLIT VENUES	18	8	3	2	2	33	28%
FLOODLIT COURTS	72	28	6	7	6	119	29%

Using tennis industry benchmark planning ratios of 1 court to 1500 head-of-population, the G21 region is well provided for regarding existing courts, with the majority of courts reported to be in average to reasonable condition. This is evidenced through detailed site inspections and from the \$400,000+ investment made into tennis court renewal by Local Councils on an annual basis. **These capital renewal programs and their continuation are essential to support the sustainability and growth of tennis in the region.**

A clear focus of the *G21 Regional Tennis Strategy* is on the renewal and improvement of existing venues over the next 10 years, supported by an increase in access to state and national grant program investment.

In addition to court and facility renewal priorities, it is also expected that the natural attrition of tennis courts in rural and low use areas will continue over time. The *G21 Regional Tennis Strategy* makes recommendations to 'accept this' where required, but also provides solutions for court re-use and adaptability where informal and recreational tennis can be retained in multi-use and community recreation spaces.

Tennis Victoria's 2012 Country Servicing Strategy articulated the peak body's approach to supporting and providing for tennis in Regional Victoria. It provided a structured servicing model that created a role for Country Regional Tennis Networks (the Barwon Regional Tennis Network in the G21 region) to promote tennis, improve collaboration between stakeholders and to focus on player development initiatives.

At the time of writing (April 2015), Tennis Victoria was in the process of undertaking a wider review of current operations and country governance structures across Victoria. This review is likely to have an impact on the governance model for tennis in the G21 region. Participation in this review by regional stakeholders will be an important action to deliver.

A fresh regional tennis governance model that connects stakeholders and aligns tennis programs and competitions, as well as addresses the lack of coaches and coaching activity in rural townships is required in the G21 region. To address these needs locally, Tennis Victoria (in 2014) appointed a new Regional Community Tennis Officer (CTO) for the Country South West area to work with clubs, coaches, associations, regional sports assemblies and local government to improve tennis participation outcomes.

Achieving aligned thinking, commitment to the regional vision and a tennis network that is delivering consistently and collaboratively will have the single greatest influence on regional improvement for the sport of tennis, its clubs and its participation levels.

Core local differences across the G21 region make it difficult to align all elements of the *G21 Regional Tennis Strategy*. However, clear directions are provided that focus on improving the structure and governance model for tennis, creating an integrated tennis program and activity model (in population centres, growth areas and rural townships) and in ensuring that tennis facility improvements are implemented to support regional and local priorities.

Regional strategies and recommendations are also underpinned by Municipal Action Plans. These localised actions plans provide partner LGA's with key actions that support their local communities and clubs, as well as contributing to the overall regional approach to tennis development for the G21 region.

The prioritisation of local actions (particularly infrastructure related recommendations) by project stakeholders will need to consider the competing priorities, demands and budget capacity and processes of LGAs and supporting partners. Prioritisation of actions should also be undertaken based on clubs and venues being able to meet the key criteria presented within the tennis facility hierarchy and service level framework, while providing maximum value to the sport and local communities.



OVERVIEW OF FINDINGS

A number of key sport, government and community stakeholders were engaged to identify issues, constraints and opportunities influencing planning, provision and growth of tennis in the G21 region.

Volume 1 – Issues and Opportunities Paper (2013) explores these documented issues, opportunities and constraints in detail and were presented and analysed under the following seven key themes:

- Policy and planning
- Regional structure
- Tennis participation
- Coaching
- Club development
- Facility provision and asset management
- Servicing and delivery.

A summary of Volume 1 findings and assessment of regional strengths, weaknesses, opportunities and challenges (threats) for tennis across the G21 region follows. This assessment has been used as the basis from which to develop future strategies and recommendations.

STRENGTHS

- ▶ Regional partner, G21 Sport and Recreation Pillar and Armstrong Creek planning is in place to support future sports development, club development and event attraction initiatives that support tennis.
- ▶ Court to population ratios in each LGA well exceed the state average and existing growth area planning ratios.
- ▶ Geelong Lawn Tennis Club and its function as a Regional Tennis Facility and as an event, participation and development hub for the region.
- ▶ Ability to attract and accommodate events from junior participation, to Masters Games and through to the Davis Cup.
- ▶ Annual Local Government investment of \$400,000+ into court surface and court infrastructure renewal programs.
- ▶ Of the TA qualified coach members operating, a large proportion are TA Club Professional (Level 2) accredited.
- ▶ Some club participation and membership growth reported, albeit in isolated pockets across the region.
- ▶ 360% growth in regionally registered Hot Shots participants between 2012/13 (695 registrations) and 2013/14 (2,525 registrations).
- ▶ Appointment of the Country South West – Community Tennis Officer (CTO) in 2014 to cover Barwon, Glenelg and Central Highlands areas.

WEAKNESSES

- ▶ Limited number of Tennis Australia qualified coach members operating across the G21 region – not enough to service all areas.
- ▶ Multiple providers but no integrated competition formats and structures in place to cater for tennis year round.
- ▶ Varied infrastructure condition across the region, with many facilities in rural areas in poor condition.
- ▶ Current facility type, mix and court surface provision does not promote participation and club membership growth.
- ▶ 44% of tennis venues provide 2 courts or less and only eight venues provide 8 or more courts.
- ▶ Lack of floodlit courts and venues provided across the region – only 31% of courts lit which creates lost opportunity to support current participation trends.
- ▶ Limited investment via Tennis Australia National Court Rebate Scheme since 2007/08 – only three projects of total rebate value of \$168,000 achieved by two clubs in the region.
- ▶ Strong knowledge of tennis programs available within schools across the region, but very little take up and implementation.
- ▶ Low numbers of Tennis Victoria affiliated clubs (55% in 2013) and registered members across the region.
- ▶ Stakeholders identified the promotion of tennis locally and regionally to be very poor.
- ▶ Limited engagement from tennis clubs in club development and support programs and declining capacity of clubs and associations to deliver via volunteer network.
- ▶ Association competition focuses on traditional formats and does not adequately address emerging trends in tennis participation.

OPPORTUNITIES

- ▶ Regional governance review and competition restructure to create an integrated network of regional tennis activities.
- ▶ Utilise Sports House to accommodate regional staff or visiting tennis stakeholders to the region.
- ▶ Development of new facilities in Armstrong Creek provide the opportunity to develop new management models to better respond to consumer needs and innovations in programming.
- ▶ Potential introduction of venue booking system for clubs and public access courts.
- ▶ Capitalise on the strong visitor market to the region and the promotion of casual play and court access by clubs and LGAs.
- ▶ Increase the number of Tennis Australia coaches via regionally based accreditation and education seminars and training sessions.
- ▶ Increased coordinated school based programming via new Tennis Australia programs and initiatives.
- ▶ Greater regional promotion to showcase what the G21 region offers tennis.
- ▶ Focus on targeted existing venue renewal to bring a suite of clubs to meet Large and District Level requirements, including floodlighting to support increased evening tennis participation.
- ▶ Increase access (for quality projects) to available funding programs via Tennis Australia National Court Rebate Scheme, LGA Community Grants and other State Government programs.
- ▶ Increased engagement and uptake of available club development programs via Leisure Networks (ClubHELP), Tennis Australia and Tennis Victoria (Game Set Match).

CHALLENGES (THREATS)

- ▶ Achieving regional integration of activities and programs given the diversity in regional settlement patterns and geography.
- ▶ Aligning the objectives of the tennis community with government policy around venue provision, access, use and management (and vice versa).
- ▶ Differences in LGA and club resources to support activities and programs (participation and capital).
- ▶ Achieving funds to deliver a strong suite of District Level venues and clubs capable of supporting broader tennis objectives and the Geelong Lawn Tennis Club (as the Regional Tennis Centre).
- ▶ Addressing venue capacity in growing areas with limited development opportunities.
- ▶ The large projected renewal cost of supporting all existing facilities to meet club and service level expectations.
- ▶ Achieving participation growth in rural areas of the region where population growth is not anticipated, particularly with the suite of facilities that exist.
- ▶ Attracting new and non-local tennis coaches into the region, particularly in areas outside of the key population centres.
- ▶ The capacity of Tennis Australia and Tennis Victoria to provide staff resources to meet G21 regional needs, in addition to the remainder of Victoria.
- ▶ Competition for the same participation markets as regionally dominant sports of Australian Rules Football, Netball and Cricket which experience some of the highest regional participation rates state-wide, and are growing.

STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of tennis facilities and development initiatives in the G21 region to 2025. Five key strategic priorities, supported by key objectives, will guide the direction of tennis and will be underpinned by a series of strategies and actions that can be implemented at the local level.

VISION ► BY 2025 THE G21 REGION WILL BE VICTORIA'S FASTEST GROWING AND MOST ACCESSIBLE REGION FOR TENNIS

► STRATEGIC PRIORITIES AND OBJECTIVES

PRIORITY 1

STRUCTURE OF TENNIS

DEVELOP AN ALIGNED AND COLLABORATIVE STRUCTURE TO MAANGE TENNIS

PRIORITY 2

PARTICIPATION

GROW TENNIS, ITS RANGE OF ACTIVITIES AND ITS YEAR ROUND APPEAL

PRIORITY 3

FACILITY PROVISION & RENEWAL

REPOSITION THE TENNIS FACILITY MIX TO ALIGN WITH FUTURE NEEDS AND DEMAND

PRIORITY 4

CLUB SUPPORT & DEVELOPMENT

SUPPORT CLUBS AND VENUES TO GROW THEIR CAPACITY AND IMPROVEMENT MANAGEMENT AND OPERATIONS

PRIORITY 5

SERVICING & DELIVERY

PROMOTE TENNIS AND PROVIDE RESOURCES (HUMAN AND FINANCIAL) TO SUPPORT CHANGE

► KEY STRATEGIES (BOLD TEXT DENOTES CRITICAL ACTION)

- **Restructure tennis governance**
- Create working party to define restructure
- Align competition administration and create zones
- Support BDTA to deliver tennis in northern Golden Plains Shire areas

- Create integrated tennis pathway
- Structure Hot Shots in schools
- Develop tennis event strategy
- Deliver Tennis Open Days
- Create effective Club-Coach partnerships
- Deliver regionally based coach education
- Ongoing public access to tennis courts
- Support tennis in rural communities
- Support older adult tennis programs
- Adopt Service Level Framework

- **Invest in tennis court lighting**
- Adopt Tennis Facility Hierarchy (refer Page 14)
- Budget for tennis facility renewal
- Partner with schools / DEECD
- Adapt defunct tennis facilities
- Utilise tennis facility planning guidelines and resources
- Promote club risk management plans
- Support GLTC as the regional centre
- Investigate court booking systems
- Investigate options for sustainable tennis in Colac

- **Support TA national affiliation model**
- Adapt LGA policy to incentivise TVIC affiliation
- Promote *ClubHELP* and TA Health Checks for all clubs and centres
- Promote TVIC *Game Set Match* resources
- Develop Club business and strategic plans
- Publish best practice case studies
- Conduct annual local tennis development and information forums

- **Adopt Strategy into work plans and budgets**
- Promote LGA grant programs
- Promote TA *National Court Rebate Scheme*
- Communicate annual priorities
- Biennial State of Play reports
- GIS mapping for tennis promotion
- Develop coach mentoring program
- Effective Club-Coach contracts
- Service Agreements - TVIC and LGAs
- Deliver ongoing volunteer education and support

► MUNICIPAL ACTION PLANS

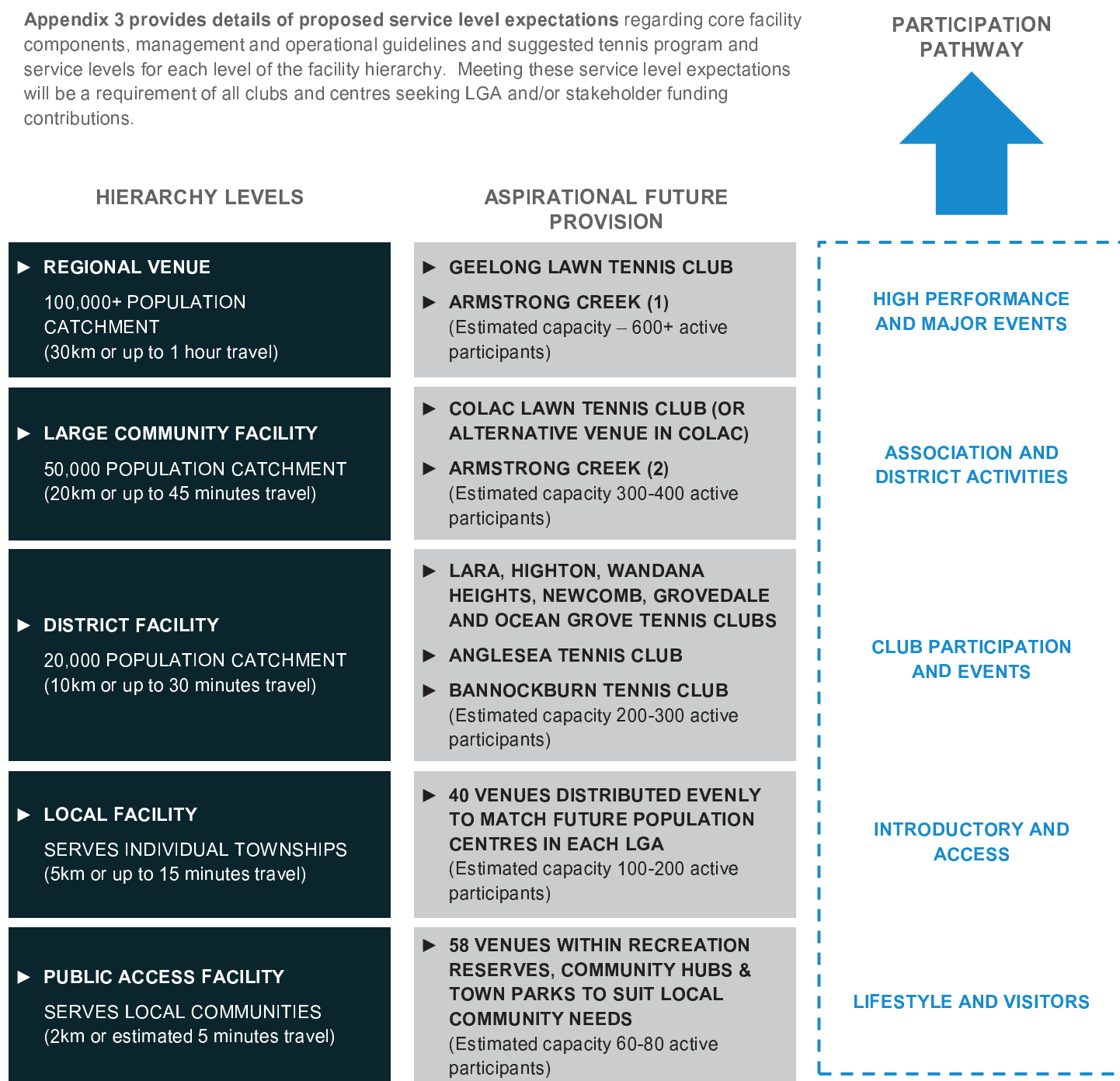
TENNIS FACILITY HIERARCHY

The preparation and adoption of a regional tennis facility hierarchy will assist G21 regional stakeholders to **strategically plan and develop tennis facilities based on participation needs and specified requirements**. The following hierarchy provides a guide to facility distribution and use.

Appendix 6 and **each Municipal Action Plan** provides an LGA breakdown by venue of current hierarchy provision (Appendix 2 provides a map of all existing tennis venues in the G21 region) and future aspirational hierarchy levels by venue. These individual venue summaries support the overall objectives outlined in the hierarchy diagram below which seek to better balance the mix of tennis facilities across the G21 region.

The hierarchy and associated *Tennis Service Level Framework* (in Appendix 3) have been developed to guide the scope for each facility level to provide an appropriate range of activities and services, in addition to minimum facility components to ensure venue sustainability. These guides should be used by each LGA to set and implement local priorities in conjunction with clubs.

Appendix 3 provides details of proposed service level expectations regarding core facility components, management and operational guidelines and suggested tennis program and service levels for each level of the facility hierarchy. Meeting these service level expectations will be a requirement of all clubs and centres seeking LGA and/or stakeholder funding contributions.





ROLE OF REGIONAL TENNIS CENTRES

Tennis Australia identifies that regional tennis venues are critical to the long-term health of tennis.

As identified within the Tennis Facility Hierarchy on the previous page, the *G21 Regional Tennis Strategy* identifies the Geelong Lawn Tennis Club (GLTC) as the designated regional tennis centre for the G21 region.

The GLTC is a regional partner of Tennis Australia. Regional partners are defined as venues (or operators) that aspire to offer the community a venue capable of delivering sustainable business practices and be willing to nurture the growth of tennis in the region. In addition, they act as a centre for high performance and for the delivery of national initiatives such as talent identification, player and coach development, tournaments and events. They also provide and support community tennis initiatives.

The City of Greater Geelong, through extensive growth area planning, has identified the future projected need and provision of two key tennis venues (contributing 36 new courts) within its Armstrong Creek development area over the next 10 to 20 years. The size of these venues are likely to place them in the Regional or Large Community Facility categories based on the proposed Tennis Facility Hierarchy.

Public feedback received via the *Draft G21 Regional Tennis Strategy* highlighted the need for greater definition and communication of regional tennis centre roles and functions. In addition, understanding the future venue management models for the two proposed Armstrong Creek tennis centres was important to the regional tennis community.

The *Tennis Service Level Framework in Appendix 3* provides the expected levels of facility, management and services to be provided at all venue levels. However, it is generally understood that Armstrong Creek venues are likely to have a 'professional management' model created, with a focus on maximising access to these venues and any associated programs for the Armstrong Creek and broader G21 regional community.

Detailed planning for these venues has not yet commenced, but when undertaken, should consider all existing tennis services and any current gaps, as well as identify any opportunities to complement the existing G21 regional tennis community.

As the designated regional tennis centre for the G21 region, there is a very important role for the GLTC to play in servicing and supporting the regional tennis community. The following provides a summary of the core roles and functions a regional centre is expected to play within the G21 regional context.

- ▶ Provide (or aspire to provide) a professional management model with capacity to deliver a full range of on and off-court services
- ▶ Act as a participation, competition and development hub for all aspects of tennis in the G21 region
- ▶ Be the key event venue that hosts all levels of events from local Hot Shots challenges through to international and pro tour tournaments
- ▶ Balance to needs and requirements of members and participants with the servicing of regional tennis and broader community needs
- ▶ Support the activities of regional high performance programs and facilitate partnerships with regional and state tennis academy programs
- ▶ Facilitate partnerships with stakeholders within the tennis community and regional network that support achievement of both the venue and the *G21 Regional Tennis Strategy* visions.

In order for these roles to be fully implemented, collective support from both the national tennis community, government partners and local stakeholders will be required over the life of this strategy. A documented, agreed and resourced development and service plan for the GLTC will provide a positive step to confirming the venue's position within the region and associated stakeholder responsibilities.

In addition facility requirements of the Regional Centre will need to be reviewed as future demands on the centre are established. Court numbers, surface mix, additional court lighting and upgraded clubroom facilities may need to be considered dependent on future regional services to be delivered.



PRIORITY 1

STRUCTURE OF TENNIS

Develop an aligned and collaborative structure to manage tennis

The structure of tennis in the G21 region provides a mixed approach to the delivery of services, programs and activities, with a number of separate providers of competition, participation, coaching and club support programs operating.

Tennis governance and operations within the G21 region requires restructuring. There is a need to better define stakeholder roles and responsibilities, in addition to creating greater alignment and coordination of tennis program, competition and activity delivery to help address regional decline in traditional competition tennis, improve competition and pathway structures and to better resource tennis administration across the region.

Tennis Victoria is currently (September 2014) undertaking a comprehensive review of Country Tennis governance structures, including investigation into the Regional Tennis Network structure. This review has no confirmed timeframe, but is likely to be completed sometime in 2015 and its recommendations may impact on the future structure of tennis in the G21 region. Participation in the review process should be encouraged and its progress and findings should be monitored by G21 stakeholders and incorporated into any future regional governance structure.

Of importance in the G21 region will be to develop a collaborative structure that includes competition development and administration, participation and pathway development, tournament and event support, coach education and development, schools coordination and support club development initiatives.

To achieve the G21 regional vision for tennis and be able to implement key strategic actions, it is likely that any future combined governance model will require professional administration and a sustainable management model supported through additional resources from peak tennis bodies.

The structure of tennis across the G21 region has not been able to keep pace with changes in community demand, preferences and trends, change within the sport of tennis and the progress of other regional sporting organisations that operate within the G21 region.

It is important to note that any future governance change within the region must be supported from the 'ground up' and include direction and ownership from Tennis Victoria, G21, LGAs or other stakeholders. Engagement of these stakeholders in conjunction with existing Local Associations, competition providers, clubs and service deliverers will be imperative to reach an agreed and aligned model.

Through any governance restructure it will be important to support the retention of the Buninyong and District Tennis Association (BDTA) as the provider of tennis services and competitions for northern Golden Plains based clubs (separate to any future G21 regional tennis body).

Many BDTA clubs are based outside the G21 region within the City of Ballarat and all BDTA clubs based within the Golden Plains Shire play within the local BDTA competition. As no G21 based BDTA club plays in Tennis Geelong, Polwarth and District Tennis Association or Bellarine Peninsula Tennis Association competition, it is recommended that the BDTA and associated clubs remain in their current structure and not align under a restructured G21 regional model.

PRIORITY 1 – KEY STRATEGIES AND ACTIONS

TASK	STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
1.1	Restructure tennis governance in the G21 region	Critical	Tennis Victoria	Tennis Victoria, Associations	Tennis Australia, LGAs, Clubs & Coaches
1.2	Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring tennis in the G21 region.	High	Tennis Victoria	Tennis Victoria & Associations	Tennis Australia, LGAs, GLTC, Leisure Networks, Clubs & Coaches
1.3	Align all tennis competition administration operating in the G21 region and create geographical competition zones that support the Colac and District area, Geelong (including Central, North and East) and Bellarine-Surf Coast area (including Geelong South and Surf Coast).	Medium	Tennis Victoria	Tennis Victoria & Associations	Tennis Australia, LGAs, Clubs, Coaches, SRV
1.4	Support the retention of the Buninyong and District Tennis Association (BDTA) as the provider of tennis services and competitions for northern Golden Plains based clubs (separate to any future G21 regional tennis body).	Ongoing	BDTA	Tennis Victoria	Clubs and Golden Plains Shire



PRIORITY 2

PARTICIPATION

Grow tennis, its range of activities and its year round appeal

Participation in tennis throughout the G21 region is currently inconsistent, with many activities and opportunities to play driven by a small number of clubs, coaches and private operators. Change in participation opportunities is critical to the engagement of people into the sport and greater focus on providing the right mix of activities to meet community trends and demands is required.

G21 tennis participation is largely built around organised competition formats. Research at all levels indicates that this traditional model of participation is declining and that the way in which people wish to consume tennis is changing. To address trends and create new markets, tennis has created a number of new products to increase the breadth of tennis participation and engage new participants into the sport.

New products include Hot Shots and Hot Shots leagues, Cardio Tennis, Fast 4 and community play models that seek to take the game to new players and provide alternative formats to formalised competitions. New and emerging formats of play, complemented by increased night tennis and social play opportunities should be a focus for the G21 region. All formats should be explored to support the pathway into the various competitions, tournaments and events that are already provided.

The structure of tennis has a significant impact on the programs and services provided (and their access) throughout the G21 region and change will need to be reflected in this area in order to support the enhancement of tennis participation.

Regional geography and local area demographics influence the demand for tennis and the rural settlement pattern outside of key regional population centres demands different support strategies to those in areas of growth. In particular a greater focus needs to be provided on introductory programs, social, seniors and older adult activities and development programs to improve participants experience in tennis.

Ideally participation activities and service levels matched with the proposed hierarchy of tennis facilities will provide a structured guide to regional tennis stakeholders and local communities and help to set and manage local expectations regarding facility improvement and requirements for government support.

A general review of all existing Council tennis court access policies and identify consistent principles around provision and use would assist stakeholders to better plan and manage access to tennis venues.

Appendix 3 provides a guide to facility hierarchy levels of provision and the levels of service required to support growth in tennis participation.

PRIORITY 2 – KEY STRATEGIES AND ACTIONS

TASK	STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
2.1	Through a restructured G21 tennis governance model, create an integrated tennis competition and pathway structure for the G21 region.	High	Tennis Victoria	Tennis Victoria, Associations	Coaches, BSA, Clubs
2.2	Develop a structured approach to the introduction of Hot Shots programs and leagues to the G21 schools network, in conjunction with local Clubs, Coaches and National Schools Partnership Program.	High	Tennis Victoria	CTO	Schools, Coaches, Clubs
2.3	Support Clubs to work closely with Coaches to grow and expand delivery of junior development activities, programs and initiatives and connect with local schools.	High	Tennis Victoria	Clubs	Coaches & Schools
2.4	Support TA to conduct regular tennis coaching accreditation and education courses within the G21 region and support local people via community grants (particularly young people) to undertake training and education courses.	High	Tennis Australia	Tennis Australia	Coaches, Clubs, Associations & LGAs
2.5	Adopt the Service Level Framework (provided in Appendix 3) into future LGA planning and capital funding policies and programs.	High	LGAs	LGAs	Tennis Victoria, Clubs & Associations
2.6	Develop a regional event strategy and align with regional objectives and G21 Sports Development Strategy requirements and local facility capacity.	Medium	G21 & Tennis Victoria	Tennis Victoria	Tennis Australia, GLTC, Clubs, G21 Sport and Rec Pillar
2.7	Develop a Quick Guide to supporting and delivering tennis in rural communities and the benefits to them – this will be underpinned by promoting access to tennis facilities and through court re-use and adaptation recommendations identified under the Facility Provision and Renewal objective.	Medium	Tennis Victoria	Tennis Victoria	LGAs, Clubs, Coaches & Associations
2.8	Support Clubs and Coaches to identify older adult markets and create opportunities to deliver local social, competitive and modified tennis activities	Medium	Clubs & Coaches	Clubs & Coaches	LGAs, Tennis Victoria
2.9	Develop an annual regional Tennis Open Day (for all Clubs in the region) to support a broader event strategy or LGA / G21 active community participation program to raise the profile of and opportunities for tennis throughout the region.	Low	Tennis Victoria	Tennis Victoria	Clubs, Coaches and Associations
2.10	Seek collaborative Council alignment on tennis court access principles in order to continue to facilitate and promote public access to tennis courts throughout the G21 region for residents and visitors.	Ongoing	LGAs	LGAs	Clubs, Venue Operators & Tennis Victoria

An audit of 116 tennis facilities and 452 courts across the G21 region identified 107 operational venues, providing 406 courts in usable condition (Figure 02).

The general provision of tennis courts across the G21 region exceeds standard industry planning benchmarks and ratios, highlighting that court numbers meet minimum recommended numbers to the projected regional population, but location, quality, condition and type of venue provision no longer meets the requirements of clubs, participants and programs.

Clear gaps exist in the regional facility hierarchy regarding Large Community and District level facilities, with an existing large supply of Local and Public Access facilities. This facility mix has an impact on the capacity of the region to deliver tournaments and events, as well as build strong and sustainable clubs and integrated competitions. Prior to 2015 there were no dedicated Hot Shots courts provided in the G21 region to support the projected growth in this program. In February 2015 the Geelong Lawn Tennis Centre constructed four permanent Hot Shots courts to support the development of junior programs.

Adoption of the **Proposed Regional Facility Hierarchy** on Page 14 and the associated proposed **Service Level Framework in Appendix 3** would seek to address these issues and reposition the G21 region facility mix to better suit the diversity of tennis needs across the region. Refer to Figures 05 and 06 on the following page for current provision.

Other critical issues impacting tennis development include limited court lighting to support tennis participation growth trends (only 28% of existing tennis courts are floodlit across the region – refer Figure 03).

In addition, existing court surface provision is strongly focused on non-player development surfaces including asphalt, concrete and synthetic grass/clay (59% of all court surfaces). Refer to Figure 04 for a breakdown of court surface types across the region. All natural grass and red porous courts provided across the G21 region are based at four clubs at Geelong Lawn Tennis Club, Lorne Country Club, Colac Lawn Tennis Club and East Geelong Tennis Club.

Current planning for new tennis venues in the G21 region is limited, with the greatest opportunities for new facilities identified through existing venue expansion plans (ie. through reserve or venue master plans) and via the Armstrong Creek growth area, with 36 courts planned across two locations in the next 20 years.

FIGURE 03 | % OF TOTAL PLAYABLE COURTS BY LGA (2013) (SOURCE: TENNIS FACILITY AUDIT, 2013)

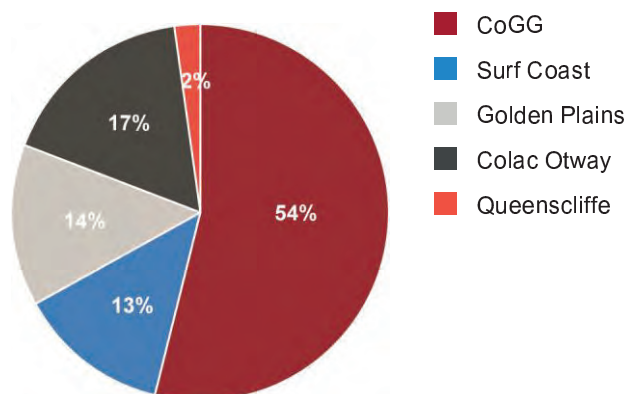


FIGURE 03 | G21 REGION % OF FLOODLIT COURTS (2013)

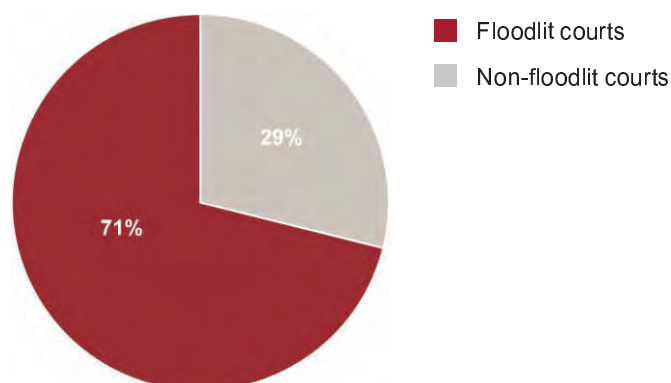


FIGURE 04 | G21 REGION COURT SURFACE MIX (2013)

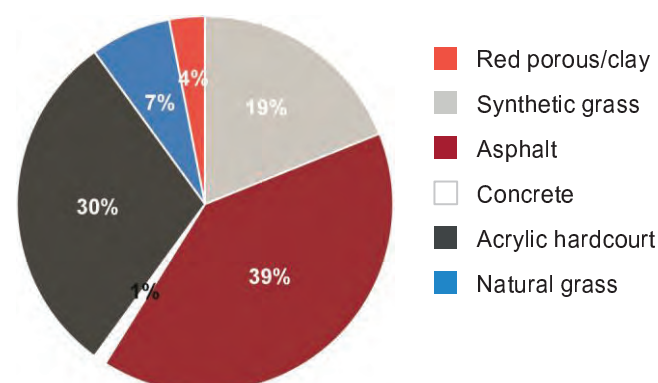


FIGURE 05 | TENNIS AUSTRALIA AND G21 REGION FACILITY HIERARCHY PROVISION COMPARISON
(SOURCE: TENNIS AUSTRALIA 2020 NATIONAL FACILITY HIERARCHY AND G21 REGION TENNIS AUDIT, 2013)

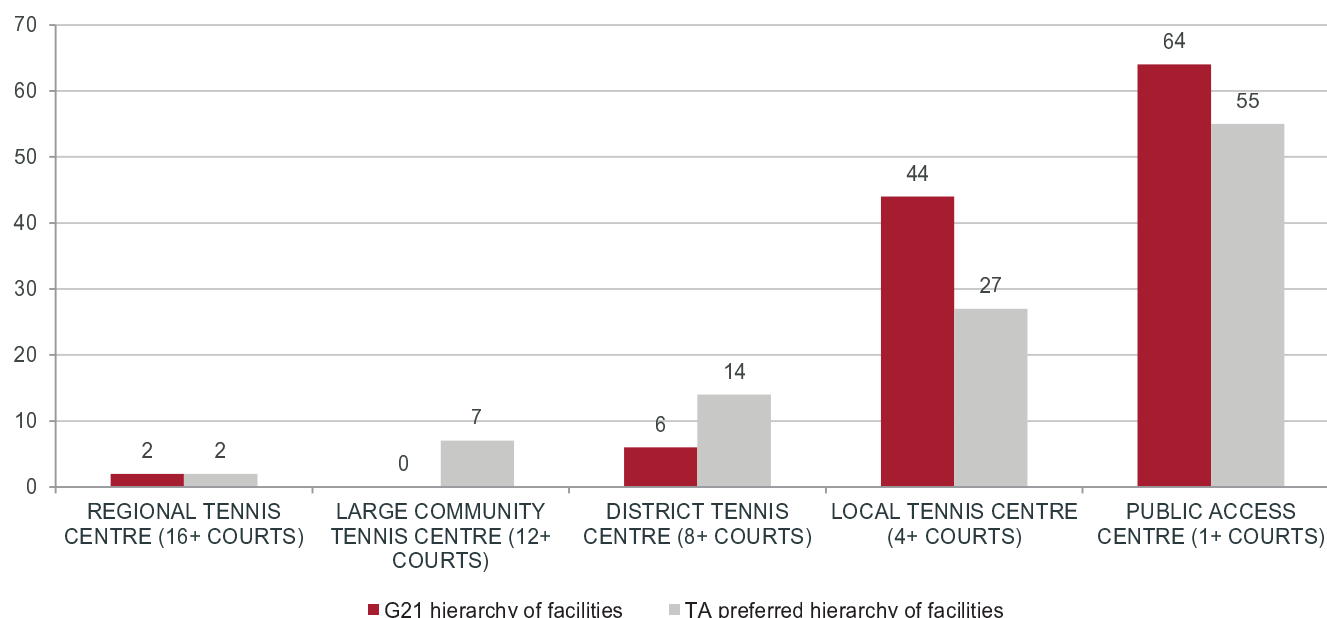
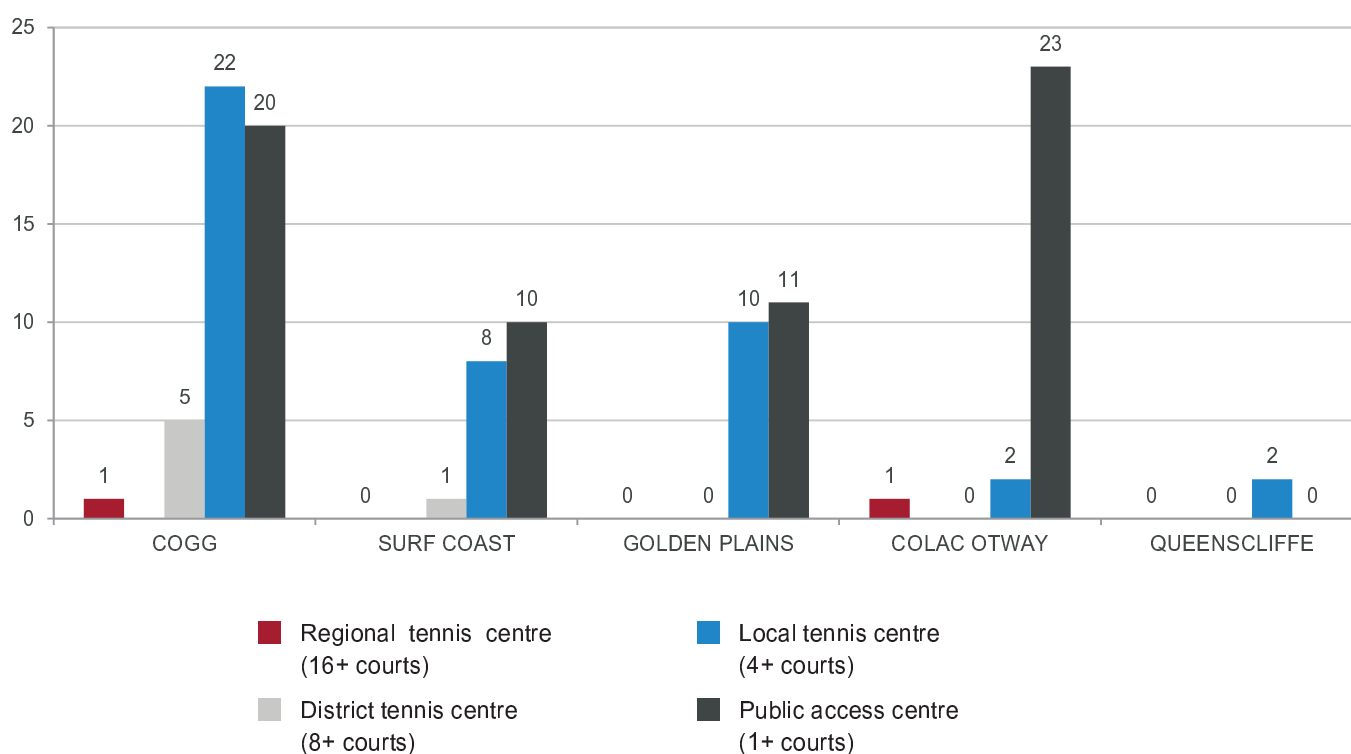


FIGURE 06 | G21 REGION FACILITY HIERARCHY PROVISION BY LGA
(SOURCE: G21 REGION TENNIS FACILITY AUDIT, 2013)



ESTIMATE LIFE CYCLE AND ANNUAL MAINTENANCE COSTS

With future court planning limited, there is a strong need for Local Government and regional partners to continue to invest in ongoing tennis infrastructure renewal programs. It will also be important for regional structures to be in place in order to maximise future investment into tennis facilities across the region.

To assist facility owners and asset managers to plan for new and redeveloped facilities, the following tables outline the capital costs, life cycle and estimated annual maintenance costs for core tennis facility infrastructure components.

In addition, annual maintenance costs must be planned and budgeted for. Regardless of maintenance responsibilities (Council or club) these costs need to be considered as ongoing financial commitments and accordingly planned for when infrastructure is renewed or new infrastructure is proposed.

AVERAGE TOTAL LIFE EXPECTENCY COSTS (PER COURT)		
TENNIS COURT INFRASTRUCTURE	CAPITAL COST	EXPECTED LIFE
New court construction (asphalt)	\$48,000	20 years
New court construction (concrete)	\$65,000	30 years
Asphalt (hot mix) surface	\$9,000	10 years
Acrylic (non-cushioned) surface	\$8,500	8 years
Acrylic (cushioned) surface	\$34,000	10 years
Synthetic grass (standard) surface	\$18,000	12 years
Synthetic grass (premium) surface	\$23,000	12 years
Synthetic clay surface	\$30,000	10 years
Red porous / natural clay	\$35,000	35 years
Natural grass	\$20,000	50+ years
ANCILLIARY INFRASTRUCTURE	CAPITAL COST	EXPECTED LIFE
Net posts and winders (pair)	\$2,500	30 years
Nets (each)	\$300	5 years
Fencing (per court)	\$14,000	20 years
Lighting (per court)	\$25,000	30 years

ESTIMATED ANNUAL MAINTENANCE COSTS (PER COURT)	
TENNIS COURT INFRASTRUCTURE	ANNUAL COST
-	-
-	-
Asphalt (hot mix) surface	\$200
Acrylic (non-cushioned) surface	\$450
Acrylic (cushioned) surface	\$450
Synthetic grass (standard) surface	\$600
Synthetic grass (premium) surface	\$600
Synthetic clay surface	\$650
Red porous / natural clay	\$2,500
Natural grass	\$4,000
ANCILLIARY INFRASTRUCTURE	ANNUAL COST
Net posts and winders (pair)	\$50
Nets (each)	\$50
Fencing (per court)	\$200
Lighting (per court)	\$400

Assumptions

1. Court resurface costs assume no major improvement of base and sub-grade is required.
2. Floodlight lamps and fittings are replaced on a 10 year cycle.
3. Floodlighting installations are exclusive of access to and installation of power.
4. Maintenance costs are calculated on recent historical projects and industry supplier costs.
5. Maintenance costs for courts include a mix of volunteer labour and contracted maintenance services.
6. Maintenance costs for red porous / natural clay and natural grass courts does not include water consumption.

PRIORITY 3 – KEY STRATEGIES AND ACTIONS

TASK	STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
3.1	Strategically invest in tennis court lighting to grow participation	Critical	LGAs + Clubs	LGAs	Tennis Australia, Tennis Victoria, Associations & State Govt
3.2	Adopt the proposed Regional Tennis Facility Hierarchy and utilise its structure to prioritise tennis facility developments across the G21 region.	High	LGAs	LGAs	Tennis Victoria, Clubs & Associations
3.3	Investigate opportunities to implement court booking and access systems that promote greater venue access and increase court hire revenues for Clubs and LGAs.	High	Tennis Victoria	Tennis Victoria	LGAs & Clubs
3.4	Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club and tennis facility provision within Colac.	Medium	Colac Otway Shire	Colac Otway Shire	Tennis Victoria, CLTC, Colac Indoor & PDTA
3.5	Partner and negotiate with schools and DEECD to develop (or at least line mark) dedicated Hot Shots courts within school grounds and environments.	Medium	Tennis Victoria	Schools	Coaches
3.6	Where existing venues have been identified as being redundant or defunct, partner with Tennis Victoria / Australia and other sports to identify sustainable re-use and adaptation opportunities for broader community use.	Low	LGAs & Tennis Victoria	LGAs	Clubs & Community
3.7	Continue to allocate and budget for annual LGA tennis infrastructure renewal programs, inclusive of court surfaces, court furniture, fencing and lighting.	Ongoing	LGAs	LGAs	Tennis Victoria, Tennis Australia & Clubs
3.8	Collectively adopt existing Tennis Australia, Tennis Victoria and SRV planning and facility development guidelines (including floodlighting resources) to ensure all new facilities are developed to recommended standards and guidelines	Ongoing	LGAs	LGAs	Tennis Australia, Tennis Victoria, Clubs & Contractor
3.9	Support Clubs to develop risk management plans for courts that fail to meet current standards and compliance for court run-offs.	Ongoing	Tennis Victoria	Tennis Victoria	Clubs & Associations
3.10	Continue to support the Geelong Lawn Tennis Club (GLTC) as the designated Regional Tennis Centre for the G21 region.	Ongoing	All	GLTC	Tennis Victoria, Tennis Australia, Clubs, Coaches, Associations & BSA

The majority of facility outcomes and recommendations specific to individual LGAs are reflected via Municipal Action Plans and the following regional recommendations are provided for collective stakeholder guidance and delivery.



PRIORITY 4

CLUB SUPPORT & DEVELOPMENT

Support clubs and venues to grow their capacity and improve management and operations

As at January 2014 there were 78 tennis clubs operating throughout the G21 region, with the majority governed by volunteer committee structures. A small number have paid administration, with the two indoor centres run by commercial operators.

Tennis and government stakeholders are fundamentally focused on building the capacity of tennis clubs throughout the G21 region and on assisting them to become more sustainable. Research conducted through this project indicated a number of gaps in club sustainability, take-up of support programs, club governance structures and in Tennis Victoria affiliation.

Tennis clubs in the G21 region have access to a range of state, regional and local club support resources, but collectively they have not taken up these opportunities to their full capacity. As a result, the strong progressive clubs appear to get stronger and the weaker club capabilities and capacity become increasingly diluted, leading to long-term sustainability issues for many. Over the past 15 years an estimated 20 tennis clubs have folded across the G21 region, with at least three known clubs folding in the City of Greater Geelong since 2013.

Research into club management and operational structures by Tennis Australia in recent years has identified that those with a progressive approach, professional management and operational systems and strong community based programs are generally better placed to address and adapt to changing community expectations and to deliver a broader range of programs and services being demanded by the tennis community.

Prior to the introduction of the new National Affiliation Reform Model (prior to 1 July 2014), only 55% of tennis clubs operating within the G21 region were affiliated with Tennis Victoria, well below the state average of around 75%. As at August 2014, the number of affiliated clubs in the region was 62 (79% of current active clubs).

Many regional deficiencies in program delivery, funding acquisition, resourcing and promotion could be better delivered through an affiliated and coordinated network of tennis clubs.

A new National Affiliation Model commenced implementation across Victoria from 1 July 2014, bringing Victoria in-line with Queensland, ACT, South Australia and New South Wales. The core change to the model is a shift from venue **and** player affiliation fees, to a set annual club affiliation fee based on the club's number of courts. This will see the majority of clubs pay less for affiliation, thus incentivising clubs to affiliate to the peak body and at the same time, increasing their levels of support.

Affiliation reform is a major shift in the way Tennis Victoria conducts its business, with the overall intention to better support clubs, grow club capacity and introduce programs and services to current and more potential players across Victoria. Refer **Appendix 5** for relevant correspondence.

PRIORITY 4 – KEY STRATEGIES AND ACTIONS

TASK	STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
4.1	Support the sustainability of tennis via the new national affiliation model	Critical	Tennis Victoria	Tennis Victoria	Clubs, Tennis Australia, LGAs & Associations
4.2	Incentivise Clubs to affiliate with TVIC through LGA policy (fees and charges, occupancy agreements) and restructure community grant programs to align with TA funding requirements and TVIC affiliation.	High	LGAs	LGAs	Tennis Victoria
4.3	Support Clubs to develop Business and/or Strategic Plans to set strategic directions, identify Club and facility needs, generate new revenue streams and identify key support partners.	High	Tennis Victoria	Tennis Victoria	LGAs, Leisure Networks & State Govt
4.4	Publish best practice case studies of local Club operations that showcase positive Club management and operational outcomes	Low	Tennis Victoria	Tennis Victoria	Clubs & Coaches
4.5	Encourage all Clubs to improve their governance, administration and operational performance by undertaking two specific club development programs – being ClubHELP (facilitated through Leisure Networks) and annual TA Club Health Check (facilitated via TA and University of Adelaide).	Ongoing	Tennis Victoria	Tennis Australia & Leisure Networks	LGAs, Clubs & Associations
4.6	Promote TVIC's Game Set Match as a central resource for tennis club support and development information	Ongoing	Tennis Victoria	Tennis Victoria	Clubs, Associations & Coaches
4.7	Conduct annual tennis development forums in the City of Greater Geelong (Central Geelong and Bellarine areas), Colac Otway Shire (Colac), Surf Coast Shire (Torquay) and Golden Plains Shire (Bannockburn) in association with regional partners	Ongoing	Tennis Victoria	Tennis Victoria & LGAs	Clubs, Coaches, Associations, Schools & Tennis Australia



PRIORITY 5

SERVICING AND DELIVERY

Promote tennis and provide resources (human and financial) to support change

The servicing of tennis across the G21 region is performed by a range of local, regional and state level stakeholders. Local to regional operations are currently supported by Tennis Victoria via their Community Tennis Officer (CTO) program and other operational teams, the local tennis coach network and through Tennis Associations and the Barwon Regional Tennis Network.

Current levels of servicing require improvement and future investment in order to deliver on the many strategies and actions identified within this Strategy. Increased numbers of affiliated Clubs via the new national affiliation model will also increase service level expectations across the region.

Tennis Victoria has already acknowledged the need for extra resourcing across the G21 and surrounding regions and as a result has employed an additional Country Community Tennis Officer (CTO) to service the Barwon, Glenelg and Central Highlands areas.

In addition to coordinated tennis competitions and activities, and improved club development through affiliation and support programs, the regional tennis community identified the need for coordinated promotion of the sport as a high priority. Knowing *where to play*, *how to access courts* and *the key benefits of participation* are integral to future promotional messages.

Specific funding programs and initiatives are available to local tennis clubs and to LGA's and greater acquisition through these programs is key to supporting Strategy implementation.

Communicating the successful delivery of actions regularly and annually reporting on performance and local improvement will be central to maintaining enthusiasm and momentum for the Strategy and for use in future funding applications, event bids and by local clubs to raise their profile in the community.

PRIORITY 5 – KEY STRATEGIES AND ACTIONS

TASK	STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
5.1	Adopt strategy into organisational work plans and budgets.	Critical	All	All	G21 Sport & Rec Pillar
5.2	Provide information to LGAs on club-coach agreements and the issues surrounding fees, charges and access policies – and their connectivity back to lease agreements.	High	Tennis Victoria	Tennis Victoria	LGAs, Coaches and Clubs
5.3	Develop an accessible GIS layer identifying all tennis venues in the G21 region via hierarchy and range of other key facility and access attributes – where possible, overlay with available population and participation statistics and connect to State of Play reporting.	Medium	G21 Sport & Rec Pillar	Contractor	Tennis Victoria & LGAs
5.4	Publish a biennial State of Play Report for Tennis, identifying key strategic objectives, participation changes and facility and infrastructure investment related information to local, regional, state and national stakeholders.	Medium	G21 & Tennis Victoria	G21 Sport & Rec Pillar	Tennis Victoria & LGAs
5.5	Develop a Coach mentoring program in association with Secondary Schools, Deakin University and/or as part of any potential SEDA program within the region.	Low	Tennis Australia & Tennis Victoria	Tennis Australia	Leisure Networks, Schools, Deakin, SEDA & Coaches
5.6	Promote the introduction of 'Service Agreements' for LGAs to incorporate into Club and venue lease and licence agreements that mandate TVIC affiliation, TA coach qualifications and delivery of participation initiatives and programs.	Low	Tennis Victoria	Tennis Victoria	LGAs
5.7	Encourage volunteers, club managers, venue operators and coaches to undertake formal TA RTO delivered short courses and VET programs focused on business management and workforce development outcomes.	Low	Tennis Australia	Tennis Victoria	Leisure Networks, Clubs & Associations
5.8	Promote LGA community grants programs and their alignment with tennis club development, activity and facility objectives.	Ongoing	LGAs	LGAs	Clubs
5.9	Promote TA National Court Rebate Scheme and its requirements throughout the regional tennis community.	Ongoing	Tennis Victoria	Tennis Victoria	Tennis Australia & LGAs
5.10	Communicate annual LGA facility improvement priorities to TA and TVIC and seek input on funding application development.	Ongoing	LGAs	G21 Sport & Rec Pillar	State Govt & Tennis Victoria



STRATEGY REVIEW & IMPLEMENTATION

The strategy and action tables developed for each strategic priority provide a detailed breakdown of regional responsibilities for the implementation of strategic directions and actions identified in the *G21 Regional Tennis Strategy*.

The action and implementation tables provided in the previous report section have been **developed to assist sport government and community stakeholders to continue to prioritise and allocate appropriate resources, work collaboratively and respond to emerging opportunities to help grow the sport of tennis.**

The financial impact of implementing proposed actions has not been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing.

In order to progress many of the identified actions, a strong emphasis on relationship building and collaborative partnerships will need to be delivered.

The ongoing ownership and delivery of the *G21 Regional Tennis Strategy* strategic directions, actions and recommendations, and its regular monitoring and review will vest with a range of state, regional and local stakeholders. Ultimately, responsibility sits with the G21 Sport and Recreation Pillar, with support from the range of stakeholders identified in the following pages.

While G21 Sport and Recreation Pillar members will provide a strategic platform for change and improvement, Tennis Victoria via its state level staff and Country South West Community Tennis Officer (CTO) will need to drive critical actions and recommended implementation for key activities that impact tennis participation, growth and support on a regional scale.

STRATEGY REVIEW PROCESS

Strategy priorities are set out in the following implementation framework, however annual goal and target setting will be required by strategy owners and partners. Formal evaluation of strategic priorities by the G21 Sport and Recreation Pillar, LGA's and Tennis Victoria will be required to ensure ongoing and consistent alignment with sport and regional objectives.

The following diagram outlines the monitoring and review process proposed for the life of the project.



KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

STATE GOVERNMENT

The Victorian State Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the *G21 Regional Tennis Strategy* throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of Strategy actions for greater benefit of the G21 region. Partnership funding to support key strategic actions identified within this Strategy will be anticipated by local partners.

LOCAL GOVERNMENT

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

LGAs will need to focus on the implementation of Municipal Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt *G21 Regional Tennis Strategy* objectives and priorities and utilise them as the basis for future local planning regarding tennis.

TENNIS VICTORIA

Tennis Victoria will play a pivotal and lead role in coordinating and supporting the implementation of tennis and club development related initiatives from the Strategy. Tennis Victoria will also support infrastructure projects and directing state-wide and regional staff (including Country Region CTOs) to prioritise the implementation of strategy recommendations.

Tennis Victoria also has an important role in developing strategic partnerships and in identifying, researching and implementing new ideas and initiatives that will benefit the regional tennis network. Work with schools, tertiary institutions, suppliers and technology providers to create innovative solutions will be of significant value and to the long-term benefit of the G21 region.

The most critical roles of Tennis Victoria will be in driving the new national affiliation model throughout the G21 region and being the champions for restructuring tennis governance. Without Tennis Victoria's drive and commitment to these initiatives, implementation is less likely to be achieved.

TENNIS AUSTRALIA

Tennis Australia will play a support role in action implementation, but also have an active and direct role in supporting regional tennis partners to meet their community, development and infrastructure aspirations.

Tennis Australia also have a role in promoting national strategies for regional and local implementation, including venue management and professional development and education programs, club health checks, coach development and education initiatives, and the National Court Rebate Scheme.

Access to these and other national programs will be available via Tennis Victoria involvement for affiliated clubs.

Creating opportunities to pilot and test tennis industry initiatives and innovations will be an important role for Tennis Australia, as will the coordination and scheduling of events within the region to match with participation and promotional strategies.

TENNIS COACHES

Coaches already play a number of key roles in the delivery and support for tennis in the G21 region. Specific to strategy implementation, coaches will need to participate in consultation activities, openly provide information to other regional stakeholders regarding programming, and commit to supporting proposed new structures and activity initiatives in addition to operating their businesses. Regional implementation of peak body supported programs including Hot Shots, Cardio Tennis and schools programs will continue to be a core role for tennis coaches, as will the further integration of coaching services into the G21's rural communities.

CLUBS AND ASSOCIATIONS

Tennis Clubs and Associations will need to keep an open mind and embrace change in the way they operate and deliver tennis to the G21 community. Many actions have been identified within this Strategy will require new initiatives and adaptation in the way tennis is planned and participated in the region.

It will be the responsibility of all Clubs and Associations to work with LGAs and Tennis Victoria to ensure that tennis participation can grow and that appropriate support is provided at the local level to enable change to happen for the greater benefit of tennis beyond club sites and Association boundaries. Working within Strategy boundaries and frameworks is also an important role for Clubs and Associations to ensure regional priorities rule of individual proposals.

LEISURE NETWORKS

Leisure Network's current role in the G21 community does not change for tennis or for this Strategy, with the exception of promoting available services and support in a targeted way to tennis clubs and coordinating club development programs and services with Tennis Victoria to ensure targeted delivery.

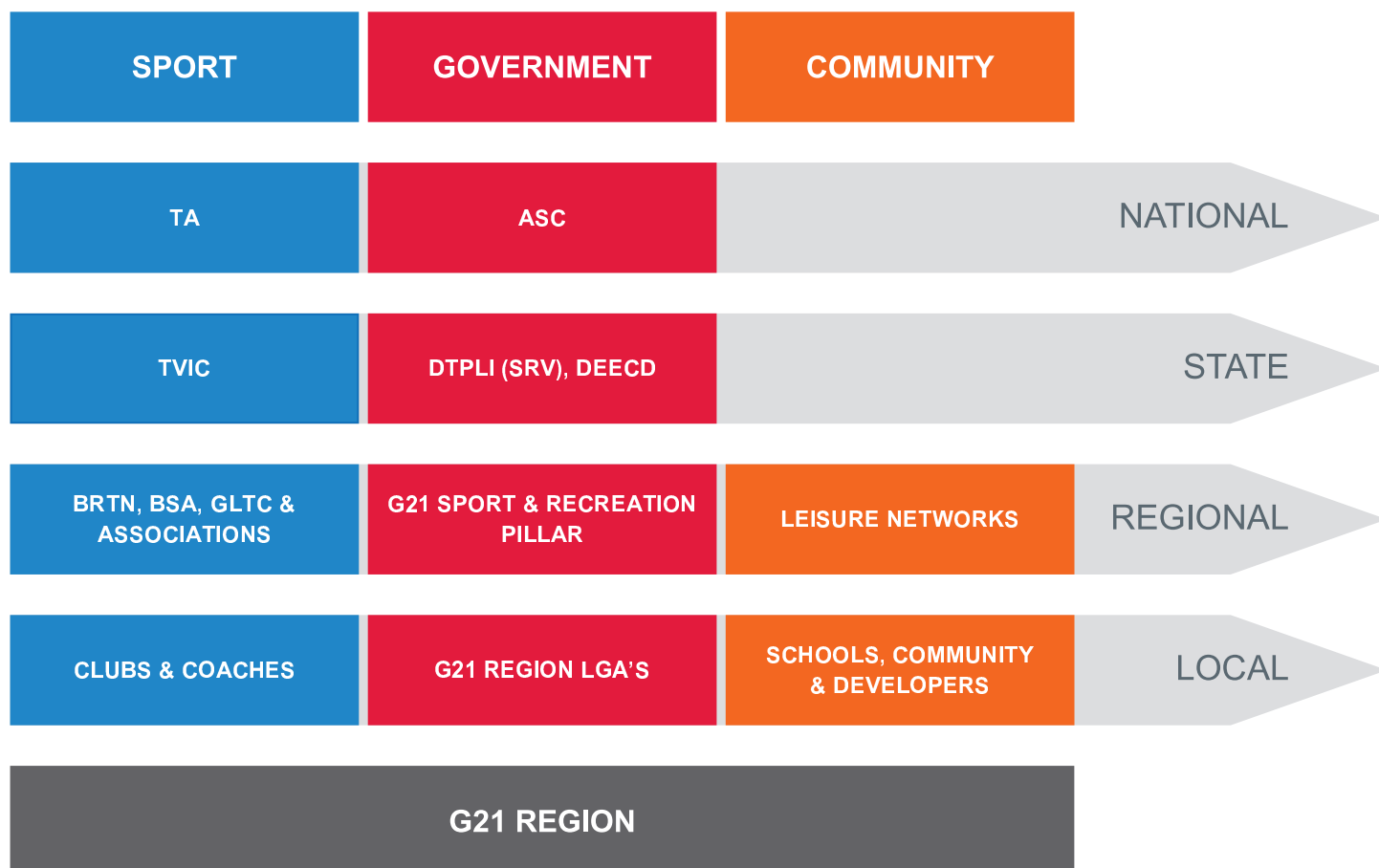
Ongoing promotion of the ClubHELP program across the region will also continue to be an important role for Leisure Networks. A balance between Leisure Network's 'funded' program work and 'unfunded' project work needs to be struck and additional resources may need to be provided to achieve greater engagement of Leisure Networks in additional work outside their funded program scope.

G21 SPORT & RECREATION PILLAR

The G21 Sport and Recreation Pillar will become the ultimate owners of the overall *G21 Regional Tennis Strategy* and in monitoring and evaluating its outcomes. The Pillar will also need to make collective decisions on prioritising projects of regional significance, as well as communicating implementation successes throughout the region.

The Pillar will also take responsibility for developing and promoting State of Play reports on club, participation and infrastructure activity across the region and beyond.

G21 STAKEHOLDER FRAMEWORK





DELIVERING THE G21 REGIONAL TENNIS STRATEGY

The implementation of proposed strategic directions and associated recommendations requires stakeholders to play three important roles in their delivery:

INITIATE

Refers to the commencement of planning and coordinating the scope and timing of action(s) to be delivered.

DELIVER

Refers to the on-the-ground delivery of identified actions and the acquisition and management of key partner and stakeholder contributions.

SUPPORT

Refers to the organisational support for action delivery through the provision of resources, people, skills, funding, equipment and/or promotional activities.

The *G21 Regional Tennis Strategy* has been developed to provide strategic directions that are practical and realistic and proposes a 10-year timeframe for implementation and delivery.

Many strategic directions will require further stakeholder consultation and to ensure key actions can be achieved in a timely manner, continued collaboration between tennis, government and regional stakeholders is crucial.

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the region. A description of each priority level is provided below:

MANDATORY

A Strategic Direction that is required by legislation or regulation.

CRITICAL

A Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed.

HIGH

Important Strategic Direction that underpins sports development and infrastructure improvements across the region.

MEDIUM

Strategic Direction that contributes to meeting overall Regional Strategy objectives.

LOW

Strategic Direction that contributes to overall regional strategy improvement activities.

ONGOING

Strategic Direction that will require ongoing commitment of sport and government stakeholders.



MUNICIPAL PRIORITIES AND ACTIONS

This report section provides an overview and summary of the five G21 region LGAs and proposes an action plan and future recommendations for the development of tennis and tennis infrastructure locally.

The action plans provide each Council with an understanding of the current provision of and support for tennis in their municipality and offers clear directions and strategies to assist them in determining how tennis should be supported into the future.

Municipal Action Plans have been developed in conjunction with Council officers and considered existing local sports development plans, strategies, Council policies and preferred future directions for each individual Council.

The action plans are designed to align and integrate with existing Council policies and capital programs, identify key priorities and future recommendations for tennis infrastructure.

The needs and aspirations of local clubs, facility operators, coaches and Tennis Victoria were also considered in the development of Municipal Action Plans.

Each Municipal Action Plan provides the following information and direction to guide the localised implementation of strategic actions and recommendations:

1. Municipal overview
2. Tennis development priorities
3. Infrastructure recommendations – 10 year program.

ASSESSING LOCAL PRIORITIES

Tennis development priorities are based on regional research and the capacity of each Council to support governance, participation, club development and strategy resourcing locally.

Infrastructure related actions have been developed following extensive site investigations and tennis facility audits conducted at each tennis venue in the G21 region in 2013. Analysis of individual sites has been undertaken and an overview of tennis infrastructural renewal priorities provided for each Council. Infrastructure related items represented in the following Action Plans include:

- Current provision of courts, court lighting and venues venue hierarchy level
- Recommended aspirational hierarchy level to reach
- Recommended future provision of court, lighting and surface type
- Estimated renewal timeframe for court surface, fencing, lighting and net infrastructure
- Outline estimated renewal costs associated with priority renewal recommendations
- Strategic direction recommended for each venue.

Implementing priorities are the responsibility of each Council. As a guide, infrastructure actions provided in the following pages should be prioritised jointly by stakeholders with consideration given to competing priorities, demands and budget capacity and processes of LGAs.

Prioritisation should also be undertaken based on clubs and venues being able to meet the key criteria presented within the tennis facility hierarchy and service level framework, while providing maximum value to the sport and local communities.

MUNICIPAL OVERVIEW

The City of Greater Geelong is the largest Local Government Area within the G21 region in terms of population and is Victoria's major regional cities. In 2013 Greater Geelong had a total estimated population of 226,287 people, which is projected to increase by 20% to over 273,000 by 2025.

Geelong is the principal population centre for the region, with the municipality also providing a number of significant growth areas including Clifton Springs, Leopold, Ocean Grove and Drysdale (in the Bellarine Peninsula), Lara (in North Geelong) and Fyansford (in Geelong West).

Armstrong Creek is also located within the City of Greater Geelong and forms the G21 region's largest residential growth area with some 60,000 residents projected to live there at full build out. Armstrong Creek is strategically located between Grovedale (in Geelong's South) and Torquay (in the northern area of the Surf Coast Shire).

Armstrong Creek is also accessible to Bellarine Peninsula residents and will provide the City's only planned new tennis facilities over the next 10-years.

The cultural diversity of the population and identified areas of social and economic disadvantage in Geelong's northern suburbs contrasts significantly with inner city areas and the growing resident and visitor populations across the Bellarine Peninsula. Across Greater Geelong 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 Greater Geelong has provided around 70% of the G21 region's registered tennis members, with an estimated 2,483 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in Greater Geelong were Central, Southern and Eastern Geelong postcode areas (3216, 3219, 3220) and Ocean Grove (3226).

The City of Greater Geelong provides for 33 Tennis Clubs across venues based on Council, church and private land. A number of clubs in recent years have folded across the municipality, including Anakie Tennis Club, Surfside Tennis Club, Shell Tennis Club, Lovely Banks Tennis Club, St John's Lutheran Tennis Club and Latrobe Terrace Church of Christ Tennis Club.

As at August 2014, 25 of the 33 active clubs based in the City of Greater Geelong were affiliated with Tennis Victoria. 10 clubs within the municipality have folded over recent decades and 7 remain non-affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 48 individual tennis venues providing 231 courts across the City of Greater Geelong on Council and non-Council owned or managed land (including Church and privately owned land).

Greater Geelong provides 53% of total usable courts across the G21 region, with an estimated 218 courts in playable condition (based on 2013 audit figures). 32% of tennis courts in the municipality are floodlit.

The municipality currently provides 1 Regional Tennis Centre (the Geelong Lawn Tennis Club), 5 District Facilities, 23 Local Facilities and 19 Public Access venues. The Geelong Lawn Tennis Centre is the Tennis Australia designated Regional Tennis Centre for the G21 region

In terms of tennis court-to-population ratios across the municipality, Greater Geelong appears well provided with an average of 1 court for every 1,067 residents (based on 2013 ratios). Projecting ratios towards 2031, the key growth area of Armstrong Creek will be a priority for new provision, in addition to addressing existing and projected future gaps in North Geelong, particularly as the population around Lara grows. Achieving a better mix of tennis venues within growing and changing local communities will be an important direction for the renewal of Council's existing tennis facilities.

The diversity of needs for city, rural and coastal communities varies greatly across the municipality and tennis venues will need to be planned, adapted and renewed to suit this diversity.

Council currently maintains a public access policy for the provision and capital renewal of tennis facilities, where fees and charges are kept low for clubs, and Council retains responsibility for the infrastructure maintenance and its renewal. Council requires that a 50% of courts or a minimum of two courts per venue are provided for public access outside of agreed club usage times. Retaining community access to tennis courts remains a high priority for Council.

Council currently allocates around \$180,000 annually towards the renewal of tennis and netball courts and fire tracks through its Hard surfaces Policy. In addition to supporting tennis infrastructure projects via this policy, the City of Greater Geelong invested in-excess of \$480,000 into tennis facility improvements in the 2013/14 financial year.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the City of Greater Geelong, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to support Tennis Australia, Tennis Victoria and the Geelong Lawn Tennis Club to provide (and develop) a regional tennis centre and associated service levels within the City of Greater Geelong.
- ▶ Continue to provide a minimum of \$180,000 annually towards Council's hard surfaces policy to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Maintain a tennis court occupancy policies that promotes public access to existing tennis courts – while also considering alternative occupancy conditions to assist clubs that can demonstrate community benefit and sustainability outcomes.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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**).
- ▶ Commence planning for the first of two tennis facilities to be provided within Armstrong Creek, including investigating court numbers, management models, market catchment, potential services and funding arrangements.
- ▶ Formalise the use of courts at the recently folded Surfside Tennis Club under a new agreement with the Ocean Grove Tennis Club.
- ▶ Investigate opportunities for the ongoing community use of and access to tennis courts at Shell Tennis Club.
- ▶ Investigate long-term facility improvement options for the Lara Tennis Club to better service tennis in the Lara growth area and to support tennis in North Geelong.
- ▶ At the end of their functional life, decommission tennis facilities at Abe Wood Reserve in Lovely Banks and support Church based clubs to decommission or consider alternative uses for sites at Geelong East Uniting Church, Latrobe Terrace Church of Christ and St John's Lutheran Tennis Club.

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.
- ▶ 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, TA 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.

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
FACILITY LOCATION		SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
1	Abe Wood Reserve	Lovely Banks	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of its functional life, decommission site and make safe
2	All Saints Tennis Club	Newtown	All Saints Tennis Club	2	2	Public	Public	2	0	0	0	0	0	0	Church land/site that does not form part of the CoGG capital works program
3	Anakie Reserve	Anakie	NO CLUB	5	1	Local	Public	2	0	0	2	0	0	2	Decommission 2 tennis courts and retain and improve 2 courts for public access and a 3rd for multi-use. Consider upgrades as part of Anakie Reserve Master Plan.
4	Barwon Heads Village Park	Barwon Heads	Barwon Heads Tennis Club	6	4	Local	Local	6	0	0	4	0	0	0	Retain as 6-court Local level facility (connect with Ocean Grove for increase service if required) - consider future pavilion improvements to support club growth.
5	Batesford Reserve	Batesford	Batesford Tennis Club	2	0	Public	Public	2	0	0	2	0	2	0	Retain for public access and local community use and main courts through Hard Surfaces Program
6	Breakwater Reserve	Breakwater	Geelong East Uniting Tennis Club	3	0	Public	Local	4	2	0	0	0	3	0	Maintain as a Public access level facility and consider adding a 4th court and lighting to bring it up to a Local level venue
7	Burdoo Recrcreation Reserve	Grovedale	Grovedale Tennis Club	8	6	District	District	8	0	0	2	0	0	8	Retain as District facility and improve acrylic surfaces as part of the Hard Surfaces Program. Club to maintain and improve synthetic grass courts.
8	Centre Court Indoor Tennis Centre	North Geelong	Centre Court Indoor TC	7	7	Local	Local	7	0	0	0	0	0	0	Important venue in the North of Geelong and CoGG to support its retention. Private commercial centre so not included within CoGG capital works
9	Corio Community Reserve	Corio	NO CLUB	6	2	Local	Public	2	0	0	2	0	2	2	Retain 2-courts as a Public access facility for local community use via Hard Surfaces Program
10	Dorris Smith Reserve	Geelong West	Geelong West Tennis Club	3	0	Public	Public	3	0	3	3	0	3	3	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
11	Drysdale Rec Reserve	Drysdale	NO CLUB	2	0	Public	Public	2	0	0	2	0	2	2	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
12	Ervin Reserve	Newcomb	Newcomb Tennis Club	10	0	District	Local	7	4	0	5	0	0	0	Retain 5 acrylic courts (and possibly floodlight in the long-term) for club use and retain 2 asphalt courts for public access. Remove 3 courts and return to public open / play space and implement changes in-line with Ervin Reserve Master Plan.
13	Francis Street Reserve	Belmont	St Stephen's Tennis Club	6	0	Local	Local	6	4	3	3	0	6	1	Retain as a Local level facility, repair court issues and consider resurfacing asphalt courts with plexipave and adding lighting in the future.
14	Frank Mann Reserve	Ceres	Ceres Tennis Club	2	0	Public	Public	2	0	0	1	0	2	0	Retain as Public access venue for local community and maintain through Hard Surfaces Program
15	Fyans Park Tennis Club	Newtown	Fyans Park Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	School site and not CoGG responsibility - negotiate public access for local community use
16	Geelong East Uniting Church Tennis Club	East Geelong	NO CLUB	3	0	Public	-	0	0	0	0	0	0	0	Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve
17	Geelong Lawn Tennis Club	Belmont	Geelong Lawn Tennis Club	28	14	Regional	Regional	28	0	0	0	0	0	0	Support venue as Regional Centre for events, activities and service provision, as well as future funding applications to third-parties for infrastructure renewal.
18	Hamlyn Park	Hamlyn Heights	Hamlyn Park Tennis Club	5	2	Local	Local	5	0	0	0	0	0	0	Retain as Local level facility with club to focus on synthetic grass court improvement

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
FACILITY LOCATION		SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
19	Harvey Park	St Leonards	NO CLUB	2	0	Public	Public	2	0	0	0	0	2	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
20	Highton Reserve	Highton	Highton Tennis Club	6	6	Local	Local	6	0	0	3	0	0	3	Retain as Local level facility and continue to support overflow site use at Pioneer Park to help grow club activities. Club to continue maintain and replace synthetic grass surfaces.
21	Howard Glover Reserve	Geelong	Eastern Districts Tennis Club	4	0	Local	Local	4	0	4	2	0	4	0	Retain as Local level facility and court damage issues and resurface asphalt courts with acrylic surface
22	Jetty Road Reserve	Clifton Springs	Clifton Springs Tennis Club	6	2	Local	District	8	2	3	0	0	0	0	Recently upgraded from Local level venue to 8-court District Centre. Support minor repairs to acrylic courts and consider adding floodlighting in the future.
23	Kenwith Park	Newtown	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
24	Lara Recreation Reserve	Lara	Lara Tennis Club	8	4	District	District	8	2	0	2	0	4	4	Retain as the main facility for tennis in the North of Geelong and focus on supporting improvement and start planning for additional courts to service Lara's growth and growth in the North of Geelong. Tennis/Netball courts to be upgraded with acrylic and the two poorest synthetic grass courts to be upgraded by the club in the short-term.
25	Latrobe Terrace Church of Christ Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
26	Leopold Rec Reserve	Leopold	Leopold Tennis Club	9	2	District	District	9	4	4	7	0	0	0	Retain and maintain 6 acrylic courts for club use and increase floodlit courts over time. Maintain 3 asphalt courts via Hard Surfaces Program for public access.
27	Lunan Park	Drumcondra	Lunan Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
28	Marcus Hill Reserve	Marcus Hill	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
29	Marshall Reserve	Marshall	NO CLUB	1	0	Public	Public	1	0	0	1	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
30	Moolap Reserve	Moolap	Moolap Tennis Club	6	2	Local	Local	6	2	0	4	0	0	2	Retain as Club level facility with 4 acrylic courts for club use and retain 2 asphalt for public access and maintain via Hard Surfaces Program. Club to consider lighting improvement.
31	Myers Reserve	Bell Post Hill	Bell Post Hill Tennis Club	4	2	Local	Local	4	0	0	0	0	0	0	Retain as Local level facility and consider long-term expansion to 6-courts in-line with local and Northern Geelong population west of Ring Road grows
32	Ocean Grove Tennis Reserve	Ocean Grove	Ocean Grove Tennis Club	7	5	Local	District*	7	0	0	2	0	0	0	Main venue for the Ocean Grove TC and maintain acrylic courts via Hard Surfaces Program. Club to maintain synthetic grass courts (*refer also Surfside TC)
33	Pioneer Park	Grovedale	Highton Tennis Club	6	0	Local	Local	6	4	0	0	0	0	0	Retain as an overflow venue for the Highton TC and for public access and consider the addition of lights in the medium to long-term
34	Portarlington Rec Reserve	Portarlington	Portarlington Tennis Club	8	0	District	Local	5	0	0	0	0	0	0	Venue has been reduced to a Local level facility with 5 acrylic courts. Retain for local club use and public access and maintain via Hard Surfaces Program.

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
FACILITY LOCATION		SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
35	Seaview Tennis Club	Lovely Banks	Seaview Tennis Club	2	0	Public	Public	2	0	0	2	2	0	2	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
36	Shell Tennis Club	Corio	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Club recently folded. COGG to investigate options for community access to courts and ongoing management and maintenance responsibilities (venue is on private land).
37	St Albans Reserve	Breakwater	St Albans Tennis Club	6	3	Local	Local	6	0	3	3	0	0	3	Retain as Local level facility and consider resurfacing asphalt courts with plexpave and adding lighting in the future. Clean existing acrylic courts to prolong their life.
38	St John's Lutheran Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
39	St Leonards Reserve	St Leonards	St Leonards Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
40	St Lukes Uniting Tennis Club	Highton	St Lukes Uniting Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Church land/site and not part of CoGG capital works program
41	Surfside Reserve	Ocean Grove	Ocean Grove Tennis Club	5	2	Local	Local	5	2	0	5	0	0	0	Surfside Tennis Club has dissolved and Ocean Grove TC has taken over the site as its satellite site. Maintain courts via the Hard Surfaces Program.
42	Thomson Reserve	Thomson	St Mary's Tennis Club	4	0	Local	Local	4	2	0	0	0	0	0	Retain as Local level facility - 4 courts (2 acrylic and 2 synthetic grass) were recently constructed in 2014. Club to consider lighting 2 synthetic courts.
43	Tim Hill Reserve	Wandana Heights	Wandana Heights Tennis Club	6	6	Local	Local	6	0	0	4	0	2	4	Retain as Local level facility with 6 plexipave all lit courts. Retain and maintain via Hard Surfaces Program.
44	Wallington Reserve	Wallington	Wallington Tennis Club	5	0	Local	Local	5	0	5	0	0	5	0	Ocean Grove use as overflow, but will move to Surfside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance.
45	Wathaurong Reserve	Drysdale	Drysdale Tennis Club	6	0	Local	Local	6	3	0	0	0	3	0	Retain as Local level facility and re-install lighting infrastructure to meet local club standards
46	Waurm Ponds Reserve	Waurm Ponds	Waurm Ponds Tennis Club	6	0	Local	Local	6	0	3	3	0	0	0	Retain as Local level facility and assist club to grow membership due to Colac through road closure. Maintain courts via Hard Surfaces Program.
47	Western Heights Uniting Tennis Club	Herne Hill	Western Heights Uniting TC	4	0	Local	Local	4	0	0	0	0	0	0	Church land/site and not part of CoGG capital works program
48	East Geelong Tennis Club	Geelong	East Geelong Tennis Club	4	0	Local	Local	4	0	0	0	0	0	0	Crown land/site and not part of CoGG capital works program
ESTIMATED TOTALS				231	72	-	-	214	31	28	64	2	40	40	

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	20	17
Local	22	21
District	5	5
Large Community Club	0	0
Regional	1	1
TOTAL VENUES	48	44

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

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 / CHANGE OF USE	
1	Abe Wood Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
2	All Saints Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Anakie Reserve	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 23,000
4	Barwon Heads Village Park	\$ -	\$ -	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000
5	Batesford Reserve	\$ -	\$ -	\$ 17,000	\$ -	\$ 28,000	\$ -	\$ -	\$ 45,000
6	Breakwater Reserve	\$ 64,000	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ 106,000
7	Burdoo Recreation Reserve	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 37,000
8	Centre Court Indoor Tennis Centre	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Corio Community Reserve	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 51,000
10	Dorris Smith Reserve	\$ -	\$ 7,200	\$ 25,500	\$ -	\$ 42,000	\$ 7,500	\$ -	\$ 82,200
11	Drysdale Rec Reserve	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 51,000
12	Ervin Reserve	\$ 128,000	\$ -	\$ 42,500	\$ -	\$ -	\$ -	\$ -	\$ 170,500
13	Francis Street Reserve	\$ 128,000	\$ 7,200	\$ 27,000	\$ -	\$ 84,000	\$ 2,500	\$ -	\$ 248,700
14	Frank Mann Reserve	\$ -	\$ -	\$ 9,000	\$ -	\$ 28,000	\$ -	\$ -	\$ 37,000
15	Fyans Park Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Geelong East Uniting Church TC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
17	Geelong Lawn Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Hamlyn Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Harvey Park	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
20	Highton Reserve	\$ -	\$ -	\$ 25,500	\$ -	\$ -	\$ 7,500	\$ -	\$ 33,000
21	Howard Glover Reserve	\$ -	\$ 9,600	\$ 17,000	\$ -	\$ 56,000	\$ -	\$ -	\$ 82,600
22	Jetty Road Reserve	\$ 64,000	\$ 7,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,200
23	Kenwith Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
24	Lara Recreation Reserve	\$ 64,000	\$ -	\$ 36,000	\$ -	\$ 56,000	\$ 10,000	\$ -	\$ 166,000
25	Latrobe Terrace Church of Christ TC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
26	Leopold Rec Reserve	\$ 128,000	\$ 9,600	\$ 59,500	\$ -	\$ -	\$ -	\$ -	\$ 197,100
27	Lunan Park	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
28	Marcus Hill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29	Marshall Reserve	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ 8,500
30	Moolap Reserve	\$ 64,000	\$ -	\$ 34,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 103,000
31	Myers Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32	Ocean Grove Tennis Reserve	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
33	Pioneer Park	\$ 128,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,000
34	Portarlington Rec Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35	Seaview Tennis Club	\$ -	\$ -	\$ 18,000	\$ 130,000	\$ -	\$ 5,000	\$ -	\$ 153,000
36	Shell Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
37	St Albans Reserve	\$ -	\$ 7,200	\$ 25,500	\$ -	\$ -	\$ 7,500	\$ -	\$ 40,200
38	St John's Lutheran Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
39	St Leonards Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40	St Lukes Uniting Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41	Surfside Reserve	\$ 64,000	\$ -	\$ 42,500	\$ -	\$ -	\$ -	\$ -	\$ 106,500
42	Thomson Reserve	\$ 64,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,000
43	Tim Hill Reserve	\$ -	\$ -	\$ 34,000	\$ -	\$ 28,000	\$ 10,000	\$ -	\$ 72,000

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 / CHANGE OF USE	
44	Wallington Reserve	\$ -	\$ 12,000	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ 82,000
45	Wathaurong Reserve	\$ 96,000	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ 138,000
46	Waurn Ponds Reserve	\$ -	\$ 7,200	\$ 25,500	\$ -	\$ -	\$ -	\$ -	\$ 32,700
47	Western Heights Uniting Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	East Geelong Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ESTIMATED TOTALS		\$ 992,000	\$ 67,200	\$ 588,000	\$ 130,000	\$ 560,000	\$ 100,000	\$ 20,000	\$2,475,200

Infrastructure renewal cost assumptions

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

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

G21 Regional Tennis Strategy

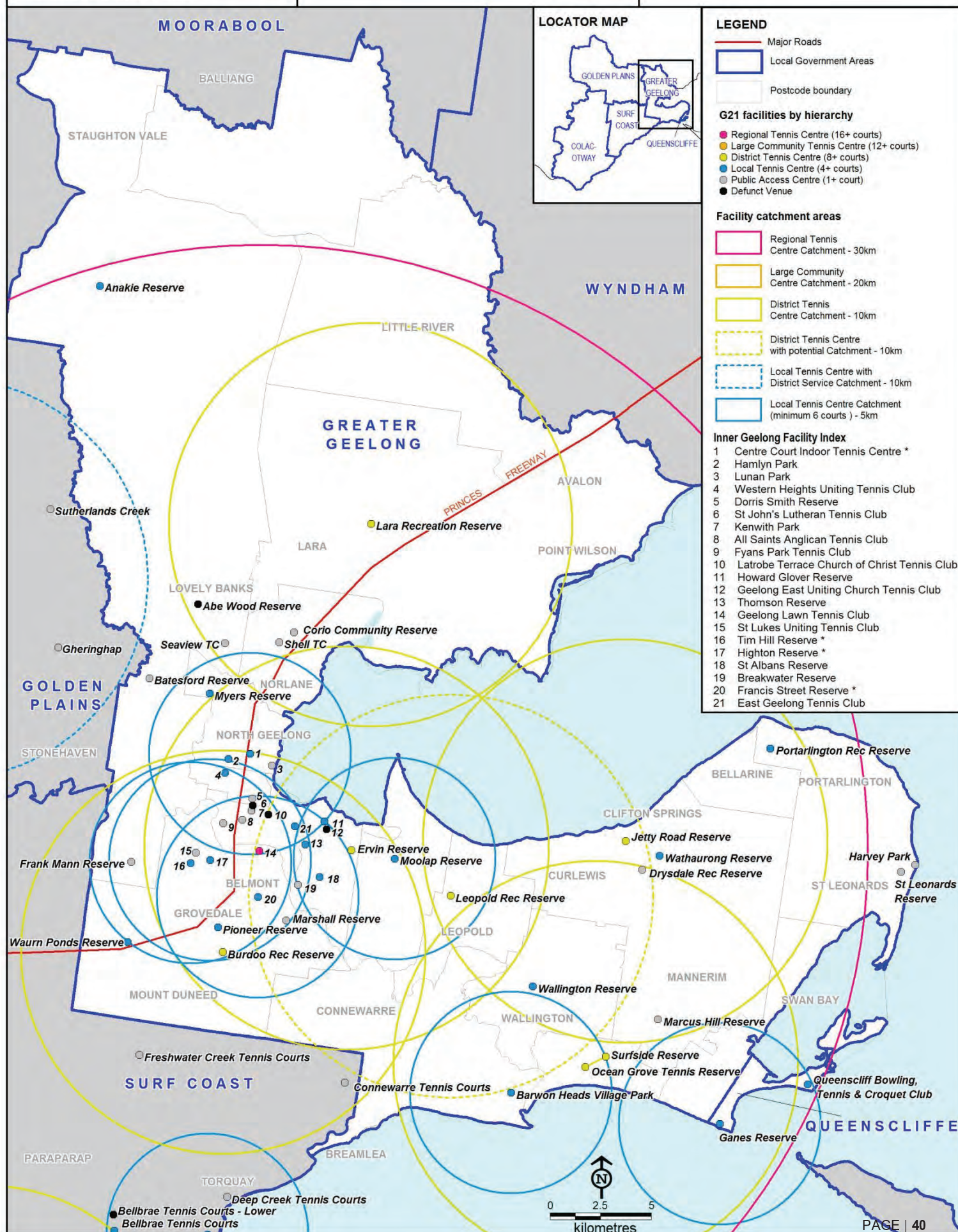
Greater Geelong and Queenscliffe Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

insideEDGE Sport and Leisure Planning Pty Ltd
e: info@ieslp.com.au | w: www.ieslp.com.au
p: (03) 9680 6370

insideEDGE
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MUNICIPAL OVERVIEW

The Colac Otway Shire is geographically positioned to the western edge of the G21 region and in 2013 had a total estimated population of 20,677 people. The Shire's population is projected to increase by 13% to over 23,400 by 2025.

Colac is the principal population centre for the Shire and will provide much of the Shire's population growth over the next 20 years. Growth will be across all areas of Colac, with some additional growth projected in the Otway and Great Ocean Road area.

The diversity of the population and identified areas of social and economic disadvantage in Colac are an important consideration in planning for tennis. As important are the range of rural township settlements across the Shire that have limited resident population numbers and projected growth to sustain large clubs. As a result the Shire provides a large number of small venues in geographic areas that local communities can access.

Travel through and around the Colac Otway Shire is constrained by the significant State and National Park areas and the winding roadways that increase travel time significantly. The areas of Colac and surrounding townships with easy linkage to the Princess Highway are more accessible than areas in the south and along the Great Ocean Road.

Over the past three-years the Colac Otway Shire has provided around 11% of the G21 region's registered tennis members, with an estimated 317 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in the Shire was Colac and its surrounding district in postcode 3250.

The Colac Otway Shire provides for 14 active Tennis Clubs across the Shire. A number of clubs and venues in recent years have folded, including clubs at Kennett River and Yeo and venues at Cressy, Eurack and Lavers Hill have limited utilisation.

As at August 2014, 11 of the 14 clubs based in the Shire were affiliated with Tennis Victoria. In addition, the Colac Indoor Tennis Centre (located on private land) was also affiliated to Tennis Victoria and provides tennis activities to the Colac and surrounding community.

In April 2012 the Colac Otway Shire adopted its Tennis Facility Audit and Development Plan, prioritising Council's investment into tennis facility renewal over the 2012-2022 period. Many actions and recommendations provided in the *G21 Regional Tennis Strategy* are based on findings from this adopted report.

FACILITY SUMMARY

There are currently 26 individual tennis venues (including Colac Indoor Tennis Centre) providing 67 courts across the Colac Otway Shire on Council and non-Council owned or managed land (including Crown and private land).

Colac Otway Shire provides 16% of total usable courts across the G21 region, with an estimated 65 courts in playable condition (based on 2013 audit figures). 14% of playable tennis courts (7 courts) in the municipality are floodlit (4 of which are provided at Colac Indoor and 3 at Apollo Bay. Lighting at Birregurra Tennis Courts is to netball standard only). The condition of tennis courts across the Shire is a rapidly changing environment with a number of courts becoming unplayable even between audits conducted between 2011 and 2013.

Of venues that provide at least one playable court, Colac Otway currently provides 1 Regional Tennis Centre (the Colac Lawn Tennis Club), 2 Local Facilities (Colac Indoor and Elliminyt Tennis Courts) and 23 Public Access venues. The Colac Lawn Tennis Club provides 15 natural grass and 2 synthetic grass courts and operates more like a District level facility, mainly in the summer months.

In terms of tennis court-to-population ratios across the municipality, the Colac Otway Shire appears well provided with an average of 1 court for every 291 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 tennis facilities 12-months of the year in Colac and surrounding growth areas will be important to service resident populations.

The diversity of needs across the Shire's rural communities varies greatly and tennis venues will need to be planned, adapted and renewed to suit this diversity. With the very low provision of floodlit courts across the municipality, greater focus on increasing lighting at Colac based venues to promote year-round use and increased coaching and social activity should be a priority.

Council currently allocates around \$50,000 annually towards the renewal of tennis facilities across the Shire. In addition to supporting tennis infrastructure projects, Council supported partners with a \$38,000 investment into redevelopment of courts at the Beeac Tennis Club in the 2013/14 financial year.

Identifying and formalising licence and occupancy agreements for all venues across Council, Crown and private land will be important to support a planned and staged approach to tennis development in the Shire.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

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

- ▶ Through the future adoption of the tennis facility hierarchy, the Colac Otway Shire should consider adopting a 2 court minimum and 3 court maximum for its 'local level' facilities in order to maintain facility sustainability across the Shire.
- ▶ Continue to provide a minimum of \$50,000 annually towards Council's hard surfaces policy to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ 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**).
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club in conjunction with the Colac Indoor Tennis Centre and other existing tennis venues in Colac (inc. Colac Central Reserve and Elliminyt Tennis Courts) – consideration to be given Colac providing a Large Community Tennis Centre to serve central, north, east and west areas of the Shire.
- ▶ Continue to support the Cororooke Tennis Club with relocation plans and the provision of 3 tennis courts.
- ▶ Continue to support the Birregurra Tennis Club and Recreation Reserve Committee to continue to seek funding to implement its master plan and provision of up to 3 tennis courts.
- ▶ Continue to implement actions from the Swan Marsh Tennis and Pirron Yallock Recreation Reserve Master Plan to relocate tennis facilities to the Pirron Yallock Recreation Reserve.
- ▶ Continue to implement infrastructure recommendations from the 2010 Colac Otway Shire Tennis Development via Council's annual tennis facility renewal fund, and attracting partnership funding where possible.
- ▶ Retain single tennis courts at Cressy and Eurack tennis facilities for social community use. Decommission second courts for tennis but retain hard surface for alternative community uses.
- ▶ With local stakeholders, consider alternate community use options for the Lavers Hill tennis court land.
- ▶ Decommission a single court at Johanna and retain one for camper access and use.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

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

- ▶ Continue to work in conjunction with Tennis Victoria, the Colac Lawn Tennis Club, Colac Indoor Tennis Centre and the Polwarth and District Tennis Association to bring all localised tennis activities into a single coordinated structure – any structure should support governance proposals identified within this Strategy.
- ▶ 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.
- ▶ 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.

Location				2014 Provision			Infrastructure Renewal Recommendations to 2025									
Facility Location		Suburb	Club Name	Total No. Courts	Total No. Floodlit Courts	Hierarchy Now	Aspirational Hierarchy	Minimum Number of Courts to Provide	Additional Courts to Floodlight	Surface Repair	Surface Renewal	Court Rebuild	Fencing Renewal	Net Posts to Replace	Recommended Future Strategic Direction	
1	Apollo Bay Recreation Reserve	Apollo Bay	Apollo Bay Tennis Club	3	3	Public	Public	3	0	0	0	0	3	3	Retain courts for club use and public access.	
2	Barongarook Tennis Courts	Barongarook	Barongarook Community TC	2	0	Public	Public	2	0	0	2	2	2	2	Retain courts for club use and public access.	
3	Barwon Downs Tennis Courts	Barwon Downs	Barwon Downs Tennis Club	2	0	Public	Public	2	0	0	0	0	2	0	Retain courts for club use and public access.	
4	Beeac Tennis Club	Beeac	Beeac Tennis Club	3	0	Public	Public	3	0	0	0	0	0	0	Retain courts for club use and public access and consider adding floodlights in the long-term.	
5	Beech Forest (Fergusson)	Ferguson	NO CLUB	1	0	Public	Public	1	0	0	1	0	1	1	One court deemed unplayable and not suitable for use. Retain single court for public access.	
6	Birregurra Recreation Reserve	Birregurra	Birregurra Tennis Club	2	2	Public	Public	3	2	0	0	3	2	2	Implement staged court improvements in-line with Birregurra Recreation Reserve Master Plan (including floodlighting)	
7	Carlisle River Tennis Court	Gellibrand	NO CLUB	1	0	Public	Public	1	0	0	1	1	1	1	Retain single court for public use.	
8	Colac Central Reserve	Colac	NO CLUB	2	0	Public	Public	2	0	0	2	0	2	0	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.	
9	Colac Indoor Tennis Centre	Elliminyt	NO CLUB	4	4	Local	Local	4	0	0	0	0	0	0	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.	
10	Colac Lawn Tennis Club	Colac	Colac Lawn Tennis Club	17	0	Regional	Large	8	8	0	8	8	8	8	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.	
11	Elliminyt Tennis Courts	Elliminyt	Elliminyt Tennis Club	4	0	Local	Local	4	0	0	4	0	4	4	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.	
12	Cororooke Tennis Courts	Cororooke	Cororooke Tennis Club	3	0	Public	Public	3	2	0	0	3	0	0	Support long-term relocation option and rebuild new courts for club use and public access.	
13	Cressy Recreation Reserve	Cressy	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage	
14	Eurack Tennis Courts	Eurack	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage	
15	Forrest Tennis Courts	Forrest	Forrest Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Retain courts for club use and public access.	
16	Gellibrand Recreation Reserve	Gellibrand	Gellibrand Tennis Club	0	0	-	Public	2	0	2	0	0	0	2	Recently reconstructed for netball use only. Line mark for tennis and provide nets and net posts.	
17	Gerangamete Tennis Courts	Gerangamete	NO CLUB	2	0	Public	Public	2	0	0	2	0	0	0	Retain courts for public access and additional club overflow.	
18	Johanna Tennis Courts	Johanna	NO CLUB	1	0	Public	Public	1	0	0	1	1	1	1	Retain single court for public use.	
19	Kawarren Tennis Courts	Kawarren	Karwarren Tennis Club	2	0	Public	Public	2	0	0	2	0	2	0	Retain courts for public access and additional club overflow.	
20	Kennett River Tennis Court	Kennett River	NO CLUB	1	0	Public	Public	1	0	0	0	0	1	1	Retain single court for public use.	
21	Larpent Tennis Courts	Larpent	NO CLUB	2	0	Public	Public	1	0	0	1	1	1	1	Retain courts for public access and additional club overflow.	
22	Lavers Hill Tennis Courts	Lavers Hill	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	0	Retain a single tennis court and consider alternative community uses	
23	Pennyroyal Tennis Courts	Pennyroyal	Pennyroyal Tennis Club	2	0	Public	Public	2	0	0	2	0	2	2	Retain courts for club use and public access.	
24	Swan Marsh Tennis Courts	Swan Marsh	Swan Marsh Tennis Club	2	0	Public	Public	2	0	0	2	2	2	2	Implement court relocation recommendations in-line with the Pirron Yallock Recreation Reserve Master Plan.	
25	Warncoort Tennis Courts	Colac	Wamcoort Tennis Club	2	0	Public	Public	2	0	0	2	0	2	2	Retain courts for club use and public access.	
26	Yeo Tennis Courts	Yeo	NO CLUB	2	0	Public	Public	2	0	2	0	0	0	2	Retain courts for overflow club use and public access.	
ESTIMATED TOTALS				65	9	-	-	58	12	7	30	21	36	36		

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 / CHANGE OF USE	
1	Apollo Bay Recreation Reserve	\$ -	\$ -	\$ -	\$ -	\$ 42,000	\$ 7,500	\$ -	\$ 49,500
2	Barongarook Tennis Courts	\$ -	\$ -	\$ 18,000	\$ 130,000	\$ 28,000	\$ 5,000	\$ -	\$ 181,000
3	Barwon Downs Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
4	Beeac Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Beech Forest (Fergusson)	\$ -	\$ -	\$ 9,000	\$ -	\$ 14,000	\$ 2,500	\$ -	\$ 25,500
6	Birregurra Recreation Reserve	\$ 64,000	\$ -	\$ -	\$ 195,000	\$ 28,000	\$ 5,000	\$ -	\$ 292,000
7	Carlisle River Tennis Court	\$ -	\$ -	\$ 9,000	\$ 65,000	\$ 14,000	\$ 2,500	\$ -	\$ 81,500
8	Colac Central Reserve	\$ -	\$ -	\$ 17,000	\$ -	\$ 28,000	\$ -	\$ -	\$ 45,000
9	Colac Indoor Tennis Centre	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Colac Lawn Tennis Club	\$ 256,000	\$ -	\$ 68,000	\$ 520,000	\$ 112,000	\$ 20,000	\$ -	\$ 976,000
11	Elliminyt Tennis Courts	\$ -	\$ -	\$ 10,000	\$ -	\$ 56,000	\$ 10,000	\$ -	\$ 76,000
12	Cororooke Tennis Courts	\$ 64,000	\$ -	\$ -	\$ 195,000	\$ -	\$ -	\$ -	\$ 259,000
13	Cressy Recreation Reserve	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ 6,400
14	Eurack Tennis Courts	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ 6,400
15	Forrest Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Gellibrand Recreation Reserve	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 6,200
17	Gerangamete Tennis Courts	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ 18,000
18	Johanna Tennis Courts	\$ -	\$ -	\$ 9,000	\$ 65,000	\$ 14,000	\$ 2,500	\$ -	\$ 90,500
19	Kawarren Tennis Courts	\$ -	\$ -	\$ 9,000	\$ -	\$ 28,000	\$ -	\$ -	\$ 37,000
20	Kennett River Tennis Court	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ 2,500	\$ -	\$ 16,500
21	Larport Tennis Courts	\$ -	\$ -	\$ 9,000	\$ 65,000	\$ 14,000	\$ 2,500	\$ -	\$ 90,500
22	Lavers Hill Tennis Courts	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 3,900
23	Pennyroyal Tennis Courts	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 51,000
24	Swan Marsh Tennis Courts	\$ -	\$ -	\$ 18,000	\$ 130,000	\$ 28,000	\$ 5,000	\$ -	\$ 181,000
25	Wamcoort Tennis Courts	\$ -	\$ -	\$ 36,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 69,000
26	Yeo Tennis Courts	\$ -	\$ 4,800	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 9,800
ESTIMATED TOTALS		\$ 384,000	\$ 13,200	\$ 248,000	\$ 1,365,000	\$ 504,000	\$ 90,000	\$ 4,500	\$ 2,599,700

Infrastructure renewal cost assumptions

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

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

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	23*	23
Local	2	2
District	0	0
Large Community Club	0	1
Regional	1	0
TOTAL VENUES	25*	26

***Note:** The Gellibrand Tennis Club has court surfaces, but no line markings or nets and posts for tennis. This venue has still been counted as a 'current venue' as the core infrastructure to cater for tennis does exist.

G21 Regional Tennis Strategy

Colac-Otway Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

insideEDGE Sport and Leisure Planning Pty Ltd
e: info@ieslp.com.au | w: www.ieslp.com.au
p: (03) 9680 6370

insideEDGE
sport and leisure planning



MUNICIPAL OVERVIEW

The Golden Plains Shire provides a mix of regional and rural townships between Geelong and Ballarat. In 2013 the Golden Plains Shire had a total estimated population of 19,225 people, which is projected to increase by 26% to over 24,200 by 2025.

Bannockburn is the principal population centre for the Shire (located in the south), with the township accounting for around 25% of the Shire's population. The Haddon-Smythesdale and District area is the next largest population centre (in the Shire's north), providing around 22% of the Shire's population.

The rural township structure of the Golden Plains makes it a challenging area to plan consistently, with many small rural areas contributing a range of tennis clubs and courts for localised populations. The service provision divide between the northern and southern townships also creates challenges in whether tennis is better serviced by the Buninyong and District Tennis Association (in the north) and by Tennis Geelong in the south.

In many ways, northern townships have a greater geographical connection to Ballarat and clubs have expressed concern about joining Geelong based competition due to the extensive distances they already travel to access regular tennis competition.

Over the past three-years the Golden Plains Shire has provided around 7% of the G21 region's registered tennis members, with an estimated 224 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in Golden Plains was the 3331 postcode area (Bannockburn and surrounding townships), followed by 3332 (Lethbridge) and 3321 (Inverleigh). All of these areas are located in the Shire's southern townships.

The Golden Plains Shire provides for 17 Tennis Clubs across all venues. A number of clubs in recent years have folded across the municipality, including Barunah Park, Cape Clear, Corindhap and Enfield Tennis Clubs.

As at August 2014, 15 of the 17 active clubs based in the Golden Plains Shire were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 21 individual tennis venues providing 71 courts across the Golden Plains Shire on Council and Crown Land.

Golden Plains provides 14% of total usable courts across the G21 region, with an estimated 57 courts in playable condition (based on 2013 audit figures). 9% of playable tennis courts in the municipality are floodlit (2 courts at each of Bannockburn, Teesdale and Rokewood).

The municipality currently provides 10 Local Facilities and 11 Public Access venues. All court locations are distributed to meet historical township settlement patterns. Four venues at Teesdale, Bannockburn, Meredith and Napoleons all provide 6-courts and are equally the Shire's largest venues.

In terms of tennis court-to-population ratios across the municipality, Golden Plains appears well provided with an average of 1 court for every 337 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 Local Club venues in key population centres and to the Bannockburn Tennis Club (as the key growth area) and will be important to service resident populations.

The diversity of needs across the Shire's rural communities varies greatly and tennis venues will need to be planned, adapted and renewed to suit this diversity. With the very low provision of floodlit courts across the municipality, greater focus on increasing lighting at the larger six court venues to promote year-round use and increased coaching and social activity should be a priority.

Council currently allocates around \$90,000 annually towards the renewal of tennis court and associated infrastructure via its *Tennis Court Review and Renewal Program* that is carried out every four years. In the 2013/14 financial year the Shire invested \$90,000 towards tennis court upgrades at the Lethbridge Tennis Club.

The Golden Plains Shire Tennis Court Review and Renewal Program will be reviewed periodically, with the next review to include the period 2016-2020. Any priority actions beyond 2016 identified for the Shire in the following Municipal Action Plan may change in terms of priority as a result of the outcomes of this review.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

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

- ▶ Continue to provide a minimum of \$90,000 annually towards Council's surface upgrade program and \$20,000 to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Continue to implement Council's *2012 to 2016 Tennis Court Review and Renewal Program* in-line with current conditions and priority requirements.
- ▶ In-line with the Shire's periodical court infrastructure review processes, plan to complete the next *Tennis Court Review and Renewal Program* in 2015 to guide and inform local renewal priorities for the years 2016-2020.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ Conduct a compliance assessment of newly constructed courts at Lethbridge Tennis Club to ensure they meet current standards and guidelines.
- ▶ Designate the Bannockburn Tennis Club as the Shire's District level facility (in terms of service provision) and continue to support its development and expansion in-line with future population growth, particularly the provision of additional floodlights.
- ▶ Consult with local stakeholders and implement the decommissioning of tennis court infrastructure at Corindhap, Barunah Park, Linton, Maude, Shelford and Victoria Park Reserve (Bannockburn) 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.

- ▶ Continue to support the Buninyong and District Tennis Association (BDTA) to provide tennis competition opportunities for clubs in the northern areas of the Shire.
- ▶ 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.
- ▶ 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.

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
FACILITY LOCATION		SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
1	Bannockburn Recreation Precinct	Bannockburn	Bannockburn Tennis Club	6	2	Local	District	8	4	0	0	0	0	0	Promote venue as a District level facility and increase floodlighting levels over time. Increase court numbers in-line with local population growth.
2	Barunah Park Tennis Courts	Barunah Park	NO CLUB	2	0	Public	Public	1	0	0	1	1	0	1	Decommission 1 court and retain a single court for community use
3	Cape Clear Tennis Court	Cape Clear	NO CLUB	1	0	Public	Public	1	0	0	0	0	0	0	Retain single court for public access and local community use
4	Corindhap Tennis Courts	Corindhap	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	Decommission tennis infrastructure and consider alternative site uses in-line with local community needs.
5	Enfield Tennis Court	Enfield	Enfield Tennis Club	1	0	Public	Public	1	0	0	0	0	0	1	Retain single court for public access and local community use
6	Gheringhap Tennis Courts	Gheringhap	Gheringhap Tennis Club	3	0	Public	Public	3	0	0	3	0	3	0	Retain for club use and public access
7	Grenville Tennis Courts	Grenville	Grenville Tennis Club	2	0	Public	Public	2	0	0	2	2	2	2	Reconstruct courts to provide for club use and public access
8	Haddon Tennis Courts	Haddon	Haddon Tennis Club	4	0	Local	Local	4	0	0	0	0	4	0	Retain for club use and public access
9	Inverleigh Tennis Courts	Inverleigh	Inverleigh Tennis Club	4	0	Local	Local	4	2	0	0	0	0	0	Retain for club use and public access and consider long-term relocation to the Inverleigh Recreation Reserve should funds become available
10	Lethbridge Tennis Courts	Lethbridge	Lethbridge Tennis Club	3	0	Public	Public	3	0	0	0	0	0	0	Retain for club use and public access
11	Linton Tennis Courts	Linton	NO CLUB	4	0	Local	Public	3	0	0	1	0	3	1	Decommission Court 4 and retain single tennis court and 2 multi-use tennis/netball courts for public access and local community use
12	Mannibadar Tennis Courts	Mannibadar	Mannibadar Tennis Club	2	0	Public	Public	2	0	0	2	1	2	0	Retain for club use and public access
13	Maude Tennis Courts	Maude	Maude Tennis Club	4	0	Local	Local	3	0	1	2	0	3	2	Decommission Court 4 and continue to improve remaining 3 courts in-line with site master plan recommendations
14	Meredith Tennis Courts	Meredith	Meredith Tennis Club	6	0	Local	Local	6	2	0	6	0	0	0	Retain for club use and public access and consider upgrading surface to acrylic in next 6-10 years and adding lights to 2 courts at the same time
15	Napoleons Tennis Courts	Napoleons	Napoleons Tennis Club	6	0	Local	Local	6	2	4	2	6	6	4	Retain for club use and public access
16	Rokewood Tennis Courts	Rokewood	Rokewood Tennis Club	2	2	Public	Public	2	0	2	0	0	0	2	Retain for club use and public access
17	Ross Creek Tennis Courts	Ross Creek	Ross Creek Tennis Club	4	0	Local	Local	4	0	4	0	0	0	4	Retain for club use and public access
18	Shelford Tennis Courts	Shelford	Shelford Tennis Club	3	0	Public	Public	3	0	0	2	2	3	2	Decommission 1 court and retain 2 courts for public access, and create an additional multi-purpose use court
19	Smythesdale Tennis Courts	Smythesdale	Smythesdale Tennis Club	4	0	Local	Local	4	0	4	0	0	0	2	Retain for club use and public access
20	Sutherlands Creek Tennis Courts	Sutherlands Creek	Sunderlands Creek Tennis Club	2	0	Public	Public	2	0	2	0	0	0	0	Retain for club use and public access
21	Teesdale Tennis Courts	Teesdale	Teesdale Tennis Club	6	2	Local	Local	6	2	4	2	0	6	2	Retain for club use and public access and consider increasing floodlighting provision in the long-term
22	Victoria Park Reserve	Bannockburn	NO CLUB	0	0	-	-	0	0	0	0	0	0	0	Venue already decommissioned for tennis. Consider alternative site uses in-line with local community needs.
ESTIMATED TOTALS				71	6	-	-	68	12	21	23	12	32	23	

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 / CHANGE OF USE	
1	Bannockburn Recreation Precinct	\$ 128,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,000
2	Barunah Park Tennis Courts	\$ -	\$ -	\$ 9,000	\$ 65,000	\$ -	\$ 2,500	\$ -	\$ 76,500
3	Cape Clear Tennis Court	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Corindhap Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
5	Enfield Tennis Court	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ 2,500
6	Gheringhap Tennis Courts	\$ -	\$ -	\$ 25,500	\$ -	\$ 42,000	\$ -	\$ -	\$ 67,500
7	Grenville Tennis Courts	\$ -	\$ -	\$ 18,000	\$ 130,000	\$ 28,000	\$ 5,000	\$ -	\$ 181,000
8	Haddon Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
9	Inverleigh Tennis Courts	\$ 64,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,000
10	Lethbridge Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Linton Tennis Courts	\$ -	\$ -	\$ 8,500	\$ -	\$ 42,000	\$ 2,500	\$ -	\$ 53,000
12	Mannibadar Tennis Courts	\$ -	\$ -	\$ 18,000	\$ 65,000	\$ 28,000	\$ -	\$ -	\$ 111,000
13	Maude Tennis Courts	\$ -	\$ 2,400	\$ 18,000	\$ -	\$ 42,000	\$ 5,000	\$ -	\$ 67,400
14	Meredith Tennis Courts	\$ 64,000	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ 118,000
15	Napoleons Tennis Courts	\$ 64,000	\$ 9,600	\$ 51,000	\$ 390,000	\$ 84,000	\$ 10,000	\$ -	\$ 608,600
16	Rokewood Tennis Courts	\$ -	\$ 4,800	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 9,800
17	Ross Creek Tennis Courts	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 19,600
18	Shelford Tennis Courts	\$ -	\$ -	\$ 17,000	\$ 130,000	\$ 32,000	\$ 5,000	\$ -	\$ 194,000
19	Smythesdale Tennis Courts	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 14,600
20	Sutherlands Creek Tennis Courts	\$ -	\$ 4,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,800
21	Teesdale Tennis Courts	\$ 64,000	\$ 9,600	\$ 36,000	\$ -	\$ 84,000	\$ 5,000	\$ -	\$ 198,600
22	Victoria Park (venue no longer used for tennis)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
ESTIMATED TOTALS		\$ 384,000	\$ 50,400	\$ 255,000	\$ 780,000	\$ 418,000	\$ 57,500	\$ 10,000	\$1,984,900

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	11	11
Local	10	8
District	0	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	21	20

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

Infrastructure renewal cost assumptions

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

G21 Regional Tennis Strategy

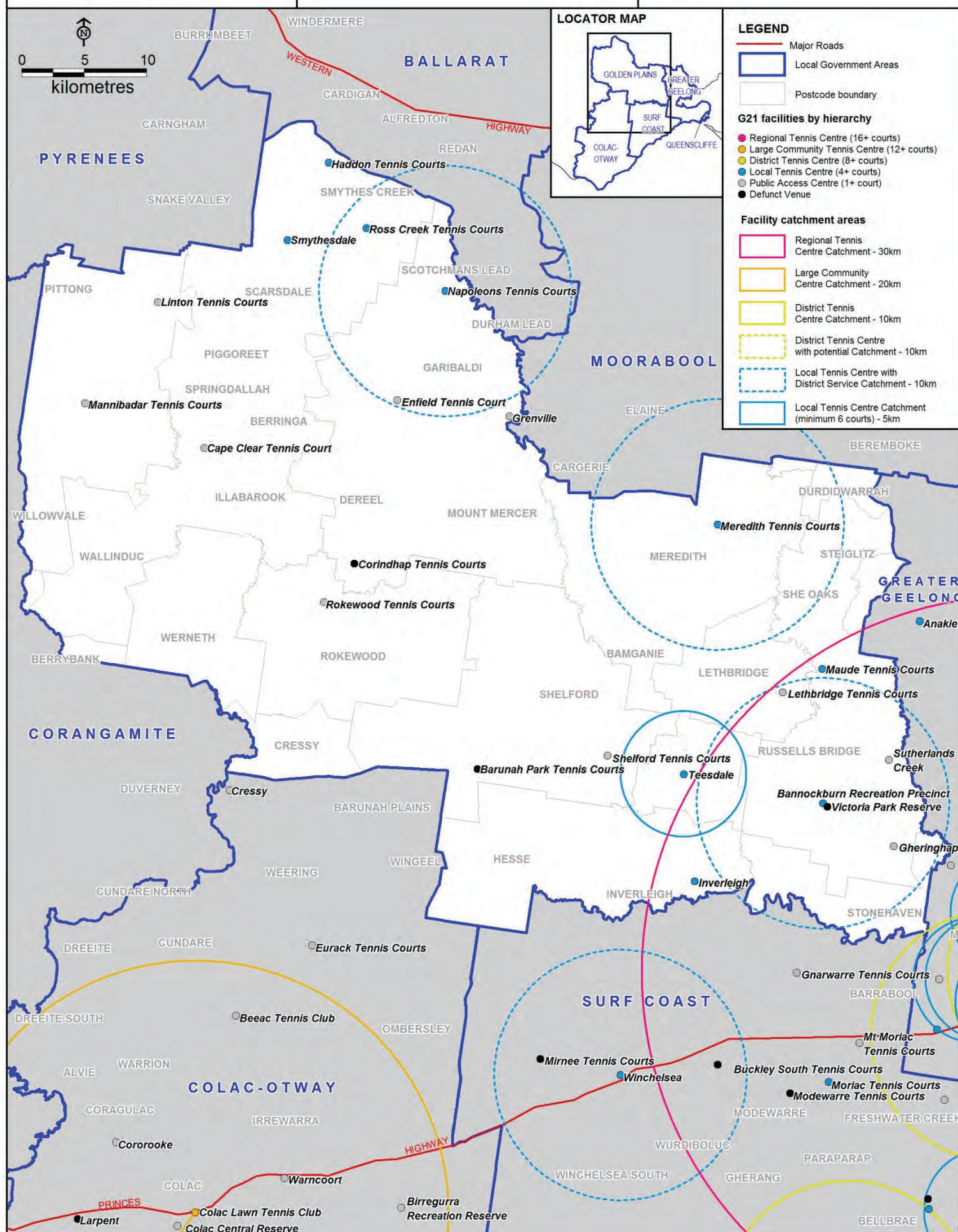
Golden Plains Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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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 12 active Tennis Clubs. As at August 2014 only 10 of these clubs (50%) were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 19 individual operational tennis venues providing 66 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 54 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 10 Public Access venues. The only District level facility provided is the Anglesea Tennis Club. Five Public Access venues have been identified through this strategy for the potential decommissioning of tennis infrastructure and the adaption of site amenities to better meet current community needs.

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.

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 \$60,000 annually towards tennis court resurfacing to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Review and update Council's existing tennis club leases and licences to be consistent with the principles of the *G21 Regional Tennis Strategy* and with local policy changes arising from strategy implementation.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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.
- ▶ At the end of their functional life, decommission under utilised tennis infrastructure at Bellbrae Lower, Buckley South, Mirnee, Modewarre, Mt Moriac and Gnarrow and consider alternate community use options for individual areas inline with current local community needs.

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.

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
FACILITY LOCATION		SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
1	Aireys Inlet Tennis Courts	Aireys Inlet	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	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	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	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	Bellbrae Tennis Club	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
6	Buckley South Tennis Courts	Buckley	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
7	Connewarre Tennis Courts	Connewarre	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	Deans Marsh Tennis Club	2	0	Public	Public	2	0	2	0	0	0	2	Retain for public access and local community use
9	Deep Creek Tennis Courts	Torquay	NO CLUB	2	0	Public	Public	2	0	2	2	0	2	2	Retain for public access and local community use
10	Freshwater Creek Tennis Courts	Freshwater Creek	NO CLUB	4	0	Local	Public	1	0	0	0	0	0	0	Retain single court for public and local community use
11	Gnarwarre Tennis Courts	Gnarewarre	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
12	Jan Juc Tennis Courts	Jan Juc	Jan Juc Tennis Club	5	4	Local	Local	4	1	4	5	0	5	5	Retain and improve courts for club and community use
13	Lorne Country Club	Lorne	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
14	Mirnee Tennis Courts	Winchelsea	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure. Access to tennis will be via Winchelsea.
15	Modewarre Tennis Courts	Modewarre	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
16	Moriac Tennis Courts	Moriac	Moriac Tennis Club	4	2	Local	Local	4	0	0	0	0	0	0	Retain for club use and public access
17	Mt Moriac Tennis Courts	Mt Moriac	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
18	Spring Creek Reserve Tennis Courts	Torquay	Torquay Tennis Club	6	6	Local	Local	6	0	0	0	0	0	0	Retain as a Local level tennis facility and implement improvements inline with the Spring Creek Master Plan
19	Winchelsea Tennis Courts	Winchelsea	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				66	28	-	-	51	11	9	33	7	28	31	

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 / CHANGE OF USE	
1	Aireys Inlet Tennis Courts	\$ 64,000	\$ -	\$ 36,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 105,000
2	Anglesea Tennis Club	\$ -	\$ -	\$ 72,000	\$ 260,000	\$ 112,000	\$ 10,000	\$ -	\$ 454,000
3	Bambra Tennis Courts	\$ -	\$ -	\$ 18,000	\$ 130,000	\$ 28,000	\$ 5,000	\$ -	\$ 181,000
4	Bellbrae Tennis Courts	\$ 64,000	\$ -	\$ 72,000	\$ -	\$ 56,000	\$ -	\$ -	\$ 192,000
5	Bellbrae 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	Deep Creek Tennis Courts	\$ -	\$ 4,800	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 55,800
10	Freshwater Creek Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Gnarwarre Tennis Courts	\$ -	\$ 2,400	\$ 9,000	\$ -	\$ -	\$ 2,500	\$ -	\$ 13,900
12	Jan Juc Tennis Courts	\$ 32,000	\$ 9,600	\$ 42,500	\$ -	\$ 70,000	\$ 12,500	\$ -	\$ 166,600
13	Lorne Country Club	\$ 128,000	\$ -	\$ 210,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 353,000
14	Mirnee Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
15	Modewarre Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
16	Moriac Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Mt Moriac Tennis Courts	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 51,000
18	Spring Creek Reserve Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Winchelsea Tennis Courts	\$ 64,000	\$ -	\$ 72,000	\$ -	\$ 56,000	\$ 10,000	\$ -	\$ 202,000
ESTIMATED TOTALS		\$ 352,000	\$ 21,600	\$ 576,500	\$ 455,000	\$ 392,000	\$ 77,500	\$ 20,000	\$1,894,600

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	10	7
Local	8	7
District	1	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	19	15

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

Infrastructure renewal cost assumptions

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

G21 Regional Tennis Strategy

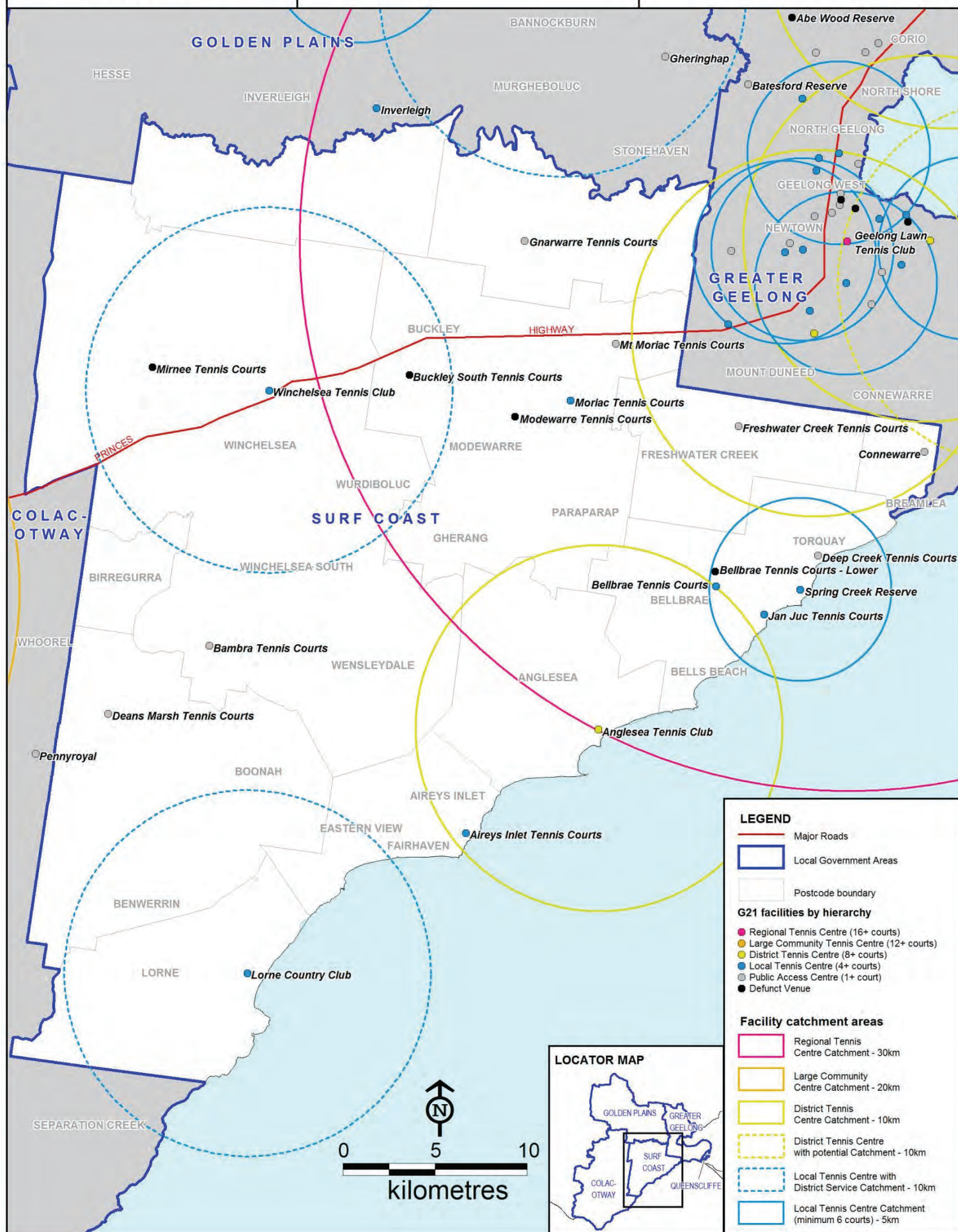
Surf Coast Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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MUNICIPAL OVERVIEW

The Borough of Queenscliffe is the smallest Local Government Area within the G21 region and within Victoria in terms of land size and population. In 2013 the Borough of Queenscliffe had a total estimated population of 3,300 permanent residents, which is only projected to increase marginally over the coming years.

Queenscliffe's population accounts for around 1% of the G21 regional population. The Borough's main population centres are Queenscliff and Point Lonsdale, who's population grows significantly over the holiday periods due to the influx of tourists, holiday makers and non-permanent residents. The Borough can grow to more than 17,000 over the peak annual Christmas and summer holiday period.

Many property owners only holiday or live part-time in the Borough. The 53% of private dwellings unoccupied during the 2011 census is indicative of the large temporary population. 43% of the Borough's population are aged over 60 and there is a high proportion of retirees and semi-retirees residing in the municipality.

These demographic characteristics will heavily influence the future planning and provision of tennis facilities and programs across the Borough. Currently the Point Lonsdale Tennis Club provides 6 courts (4 floodlit synthetic grass and 2 acrylic) and 4 acrylic courts (2 floodlit) are provided at the Queenscliff Bowling, Tennis and Croquet Club in Queenscliff, managed by the club.

Over the past three-years the Borough of Queenscliffe has provided around 1% of the G21 region's registered tennis members, fluctuating between 80 and 120 over recent years.

The catchment area for both venues is considered local, with each also needing to service the holiday community and provide additional recreational activities for visitors. Maintaining public access via court hire will be essential.

FACILITY SUMMARY

There are currently 2 individual tennis venues providing 10 courts across the Borough of Queenscliffe on Council and Crown Land

The Borough of Queenscliffe provides 2.5% of total usable courts across the G21 region, with all 10 courts in playable condition (based on 2013 audit figures). 6 of the 10 tennis courts (or 60%) in the municipality are floodlit.

The municipality currently provides 2 Local level facilities.

In terms of tennis court-to-population ratios across the municipality, the Borough of Queenscliffe appears well provided with an average of 1 court for every 331 residents (based on 2013 ratios). This ratio does not change greatly over the long-term, however ratios do change significantly when more than 15,000 additional visitors arrive in the Borough over peak holiday periods.

Maintaining all tennis courts in the municipality to service local populations will be important, with greater visibility and access also required for visitor usage in peak times.

Council does not currently have a capital works or contributions policy specific to tennis, but would consider the need for any upgrades and improvements in-line with the sport and recreational needs of the community and available budgets.

No major upgrades or redevelopment projects are recommended for tennis infrastructure. However, continued maintenance and general court surface and infrastructure renewal in-line with 2013 court audit findings will be essential to retain quality facilities.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

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

- ▶ Support both the Queenscliff Bowling Tennis and Croquet Club and Ganes Reserve venues to continue to maintain their court infrastructure to a safe and usable standard.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ Encourage the Queenscliff Bowling Tennis and Croquet Club to undertake a high pressure clean of club court surfaces and make minor repairs to court enclosure fencing.
- ▶ Support both the Queenscliff Bowling Tennis and Croquet Club and Ganes Reserve venues to provide public access to tennis courts over 12-months of the year, but support increased promotion and access during peak holiday periods.
- ▶ 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**).

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

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

- ▶ Encourage Queenscliff based tennis clubs to attend annual local tennis stakeholder forums (likely to be held in Geelong) to discuss and share ideas and address tennis and club development issues.
- ▶ 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.
- ▶ Support Clubs to provide regular tennis coaching activities at both tennis venues (via Tennis Australia qualified coach) to encourage local resident and visitor populations to participate.
- ▶ Encourage the Point Lonsdale Tennis Club to affiliate with Tennis Victoria.
- ▶ 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.
- ▶ 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.

Location				2014 Provision			Infrastructure Renewal Recommendations to 2025								
Facility Location		Suburb	Club Name	Total No. Courts	Total No. Floodlit Courts	Hierarchy Now	Aspirational Hierarchy	Minimum Number of Courts to Provide	Additional Courts to Floodlight	Surface Repair	Surface Renewal	Court Rebuild	Fencing Renewal	Net Posts to Replace	Recommended Future Strategic Direction
1	Ganes Reserve	Point Lonsdale	Point Lonsdale Tennis Club	6	4	Local	Local	6	0	0	2	0	0	0	Retain as Local Club facility for the Point Lonsdale community.
2	Queenscliff Bowling Tennis & Croquet Club	Queenscliff	QBTCA	4	2	Local	Local	4	2	4	4	0	0	0	Retain as Local level facility for Queenscliff community and visitor population.
Estimated Totals				10	6	-	-	10	2	4	6	0	0	0	

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 / CHANGE OF USE	
1	Ganes Reserve	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
2	Queenscliff Bowling Tennis & Croquet Club	\$ 64,000	\$ 9,600	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 107,600
ESTIMATED TOTALS		\$ 64,000	\$ 9,600	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 143,600

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	0	0
Local	2	2
District	0	0
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	2	2

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

Infrastructure renewal cost assumptions

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G21 Regional Tennis Strategy

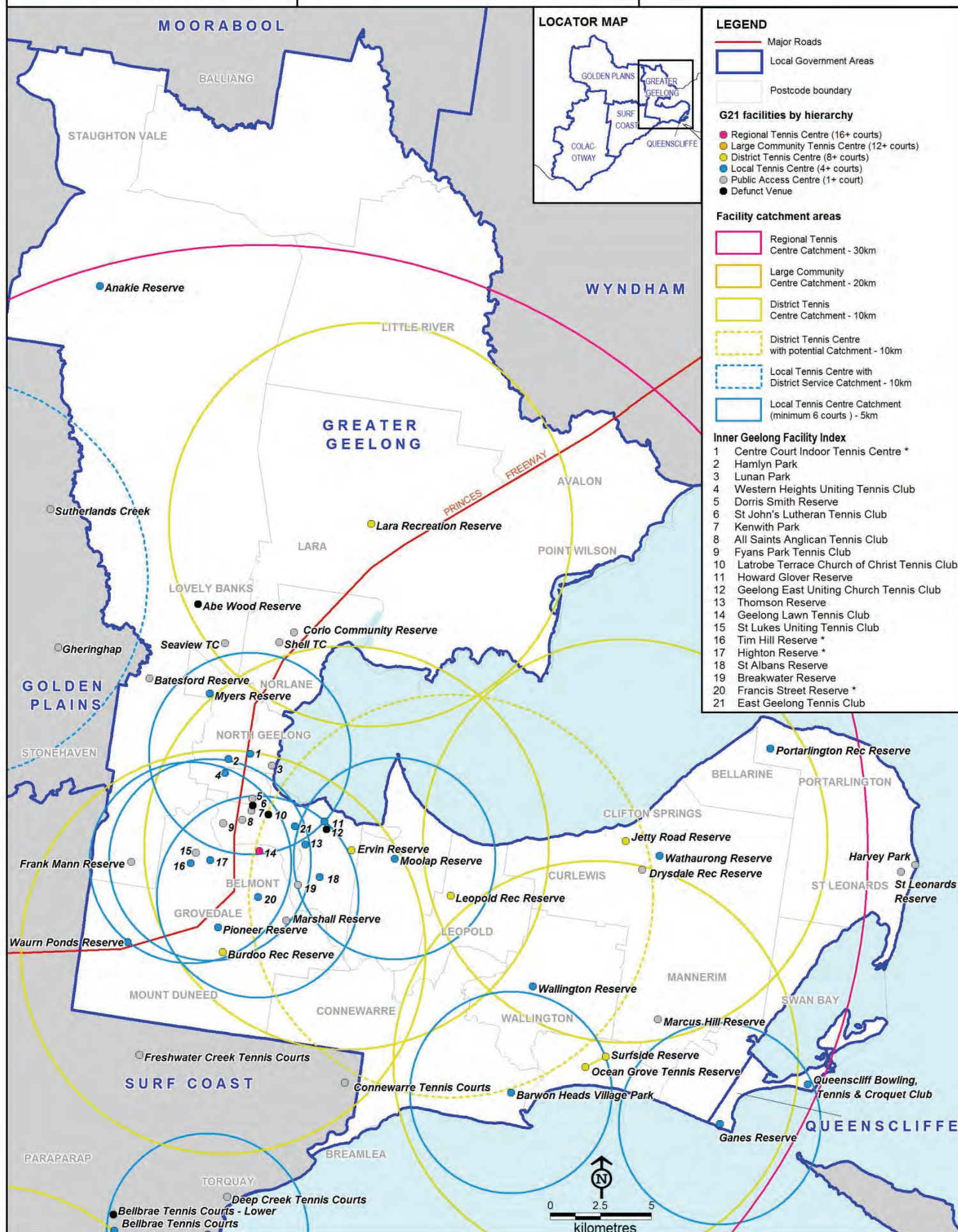
Greater Geelong and Queenscliffe Tennis Facilities by Hierarchy

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A photograph of a tennis player's legs and a red and white tennis racket positioned behind a black net on a red clay court. The player is wearing dark shorts and black socks. The racket is leaning against the net, and a yellow tennis ball is visible near the base of the racket head. The background shows a green fence and a wooden bench.

APPENDICES

- ▶ 1 – TENNIS VICTORIA 2013 REGISTERED PLAYERS MAP
- ▶ 2 – G21 REGIONAL DISTRIBUTION OF TENNIS FACILITIES
- ▶ 3 – TENNIS SERVICE LEVEL FRAMEWORK
- ▶ 4 – G21 TENNIS CLUBS, MEMBERSHIPS AND HIERARCHY PROVISION AND ASPIRATIONS
- ▶ 5 – TENNIS VICTORIA AFFILIATION REFORM LETTERS
- ▶ 6 – PROPOSED 10 YEAR CAPITAL RENEWAL PROGRAM BY LGA

G21 Regional Tennis Strategy

Tennis Victoria (TVIC) Registered Members by Postcode (2013)

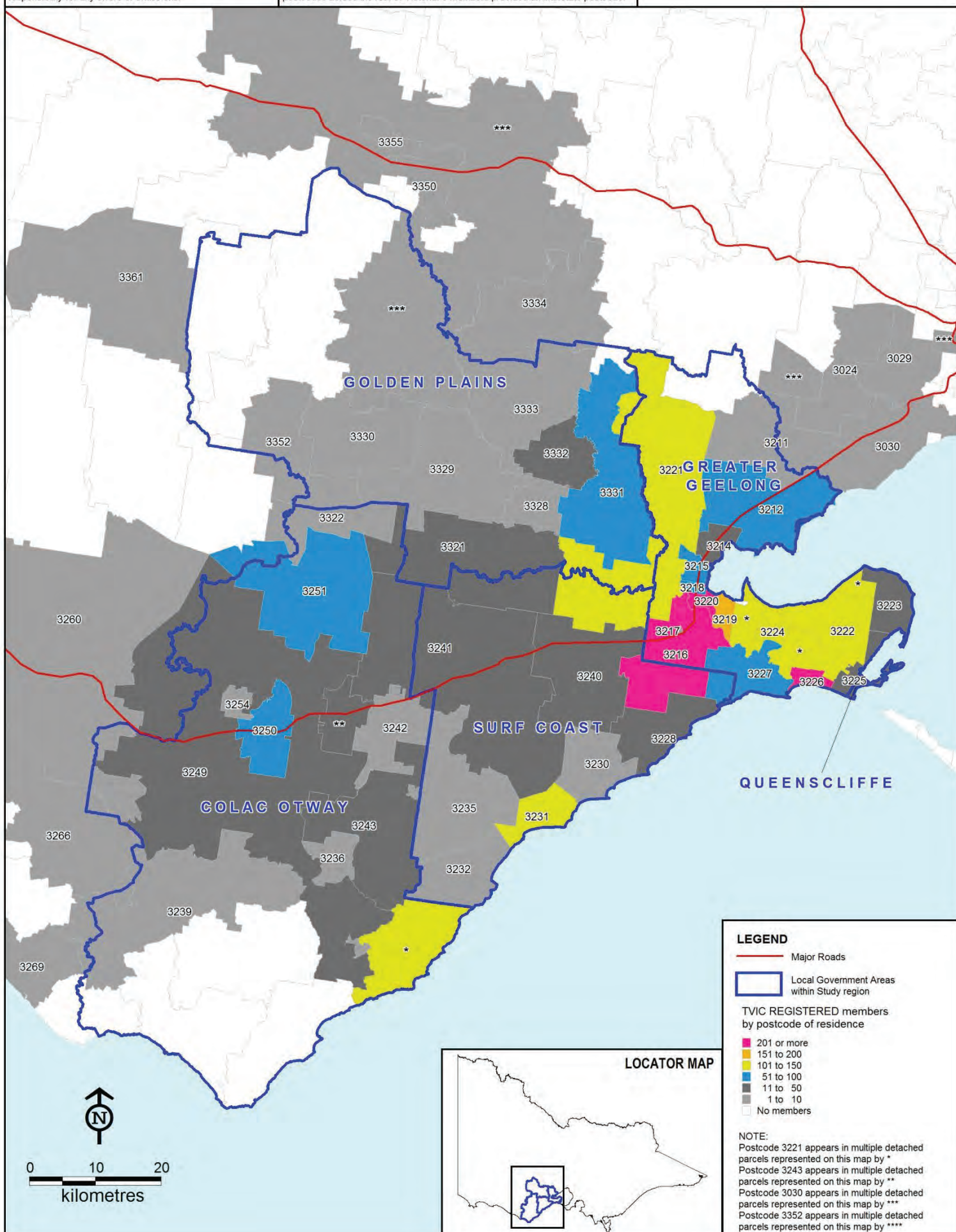
CREDIT: Spatial data was provided by the ABS and by the five participating Local Government Areas in the study area. Registered members data was provided by Tennis Victoria.

DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: The TVIC Registered Members data is not inclusive of active tennis participants within the G21 region who are not members of TVIC Affiliated clubs. Information on these participants has been unable to be obtained. 3116 registered members reside within Victoria. 2893 are depicted across 50 postcodes within the scope of this map. A further 223 occur across 52 postcodes across the rest of Victoria. 3 members provided an interstate postcode.

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p: (03) 9680 6370

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G21 Regional Tennis Strategy

G21 tennis facilities by hierarchy

CREDIT: Spatial data was provided by the ABS and by the five participating Local Government Areas in the study area.
DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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p: (03) 9680 6370

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APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

CORE TENNIS FACILITY PROVISION

COMPONENT / CAPABILITY	REGIONAL FACILITY	LARGE COMMUNITY FACILITY	DISTRICT FACILITY	LOCAL FACILITY	PUBLIC ACCESS FACILITY
<u>Desirable minimum</u> number of courts	12-14	10	6	4	2
Clubhouse with change facilities	Off-court tournament capable infrastructure	✓✓	✓	Clubhouse with toilets	Public shelter (toilets desirable)
Indoor / outdoor social space	✓✓	✓✓	✓✓	✓✓	Outdoor only
Cafe / kitchen / kiosk	Café / kitchen	Kitchen	Kitchen / kiosk	Kiosk	Kitchenette (desirable)
Pro-shop	✓	✓	-	-	-
Preferred surface type	Cushioned acrylic, natural clay (or red porous) and/or natural grass Minimum of 14 of the one surface FOR HIGH LEVEL EVENTS	Cushioned acrylic or natural clay DESIRABLE Other options include acrylic hardcourt	Acrylic hardcourt DESIRABLE Optional mix to provide some synthetic grass	Acrylic hardcourt or synthetic grass	Asphalt or acrylic hardcourt Synthetic grass optional if a club venue
Hot shots courts (dedicated)	✓	✓	✓	-	-
Hot shots courts (blended lines)	✓✓	✓	✓	✓	✓
Court floodlighting	100% of courts (except for natural grass)	75% of courts (desired minimum)	75% of courts (desired minimum)	50% of courts (desired minimum)	-

LEGENDS: ✓ Might have ✓✓ Must have

APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

VENUE MANAGEMENT AND OPERATIONAL SERVICE LEVELS

COMPONENT / CAPABILITY	REGIONAL FACILITY	LARGE COMMUNITY FACILITY	DISTRICT FACILITY	LOCAL FACILITY	PUBLIC ACCESS FACILITY
Tennis Victoria affiliation	✓✓	✓✓	✓✓	✓✓	-
Industry affiliations (eg. Healthy sporting environments, good sports)	✓	✓	✓	✓	-
Annual TA/TVIC club health check	✓✓	✓	✓	✓	-
Detailed business/strategic plan	5-year strategic plan	✓	✓	✓	-
Professional management	Full-time club manager desirable	✓	-	-	-
Club-coach contract in place	✓✓	✓✓	✓✓	✓✓	✓✓
TA accredited coach	Club professional (as a minimum) Master club professional (desirable)	Club professional (as a minimum)	Club professional (desirable) Junior development (as a minimum)	Junior development (as a minimum)	Community coach (desirable) Hot shots introduction (as a minimum)
Club tenancy agreement current	✓✓	✓✓	✓✓	✓✓	✓✓
Agreed maintenance schedule	✓✓	✓✓	✓✓	✓✓	✓✓
Facility renewal budget	✓	✓	✓	✓	✓

LEGENDS: ✓ Might have ✓✓ Must have

APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

TENNIS PROGRAM AND SERVICE LEVELS

COMPONENT / CAPABILITY	REGIONAL FACILITY	LARGE COMMUNITY FACILITY	DISTRICT FACILITY	LOCAL FACILITY	PUBLIC ACCESS FACILITY
Tennis hot shots program	✓✓	✓✓	✓	✓	Support in-school program
Tennis hot shots gala days	✓	✓	-	-	-
Tennis in schools / AASC	✓	✓	✓	✓	-
Cardio tennis (or equivalent)	✓	✓	✓	✓	✓
Adult coaching	✓	✓	✓	✓	-
Junior coaching	✓✓	✓	✓	✓	✓
Organised social tennis	✓✓	✓	✓	✓	-
Internal competitions	✓✓	✓	✓	✓	-
Inter club competitions	✓✓	✓	✓	✓	✓
Tournaments (regional)	✓✓	✓	-	-	-
Tournaments (high performance)	✓	-	-	-	-
Local talent squad	✓✓	✓	✓	✓	-
Barwon sports academy program	✓✓	-	-	-	-
Public court hire / access	✓	✓	✓	✓	Free public access

LEGENDS: ✓ Might have ✓✓ Must have

APPENDIX 4: G21 TENNIS CLUBS AND ASSOCIATED 2013/14 TVIC AFFILIATION STATUS, MEMBER REGISTRATIONS AND FACILITY HIERARCHY

BOROUGH OF QUEENSLIFFE TENNIS FACILITIES	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Ganes Reserve (Points Lonsdale TC)	No	Local	6	4	67%	n/a
Queenscliffe Bowling, Tennis & Croquet Club	Affiliated	Local	4	2	50%	28
TOTAL	-	-	10	6	60%	28

SURF COAST SHIRE FACILITY LOCATION	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Aireys Inlet Tennis Club	Affiliated	Local	4	4	100%	303
Anglesea Tennis Club	Affiliated	District	8	8	100%	n/a
Bambra Tennis Club	Affiliated	Public	2	2	100%	9
Bellbrae Tennis Courts (and Club)	Affiliated	Local	4	2	50%	n/a
Bellbrae Tennis Courts - Lower		Public	2	0	0%	n/a
Buckley South Tennis Club	No Club	Public	2	0	0%	-
Connewarre Tennis Club	No Club	Public	2	0	0%	-
Deans Marsh Tennis Club	Affiliated	Public	2	0	0%	n/a
Deep Creek Tennis Courts	No Club	Public	2	0	0%	-
Freshwater Creek Tennis Courts	No Club	Local	1	0	0%	-
Gnarwarre Tennis Courts	No Club	Public	2	0	0%	-
Jan Juc Tennis Club	No	Local	5	4	80%	n/a
Lorne Country Club	Affiliated	Local	6	0	0%	n/a
Mirnee Tennis Courts	No Club	Public	2	0	0%	-
Modewarre Tennis Courts	No Club	Public	2	0	0%	-
Moriac Tennis Club	Affiliated	Local	4	2	50%	40
Mt Moriac Tennis Club	Affiliated	Public	3	0	0%	5
Spring Creek Reserve (Torquay TC)	Affiliated	Local	6	6	100%	n/a
Winchelsea Tennis Club	Affiliated	Local	4	0	0%	14
TOTAL	-	-	63	28	44%	371

**Note: Why do some clubs have 'n/a' member numbers?*

Many clubs appear with 'n/a' members as their membership has been unavailable via Tennis Victoria's database. This is either due to non-registration of members or through non-affiliation with Tennis Victoria.

**Note: Why do some clubs have '-' member numbers?*

Many clubs appear with '-' members as there is no longer or has never been a club located at the corresponding facility. In some cases clubs may have folded or venues are public access courts only.

COLAC OTWAY SHIRE FACILITY LOCATION	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Apollo Bay Tennis Club	No	Public	3	3	100%	-
Barongarook Community Tennis Club	No	Public	2	0	0%	9
Barwon Downs Tennis Club	Affiliated	Public	2	0	0%	23
Beeac Tennis Club	Affiliated	Public	3	0	0%	45
Beech Forest (Fergusson) Courts	No Club	Public	1	0	0%	-
Birregurra Rec Reserve TC	Affiliated	Public	2	2**	100%	38
Carlisle River Tennis Courts	No Club	Public	1	0	0%	-
Colac Central Reserve	No Club	Public	2	0	0%	-
Colac Indoor Tennis Centre	Affiliated	Local	4	4	100%	n/a
Colac Lawn Tennis Club	Affiliated	Regional	17	0	0%	55
Colac South Reserve (Elliminyt TC)	Affiliated	Local	4	0	0%	23
Cororooke Tennis Club	Affiliated	Public	3	0	0%	37
Cressy Tennis Club	Folded	Public	1	0	0%	-
Eurack Tennis Courts	Folded	Public	1	0	0%	-
Forrest Tennis Club	Affiliated	Public	2	0	0%	11
Gellibrand Tennis Courts	No	Public	2	0	0%	-
Gerangamete Tennis Courts	No Club	Public	2	0	0%	-
Johanna Tennis Courts	No Club	Public	1	0	0%	-
Kawarren Tennis Club	Affiliated	Public	2	0	0%	17
Kennett River Tennis Court	Folded	Public	1	0	0%	-
Larpen Tennis Courts	No Club	Public	2	0	0%	-
Lavers Hill Tennis Courts	No Club	Public	1	0	0%	-
Pennyroyal Tennis Club	No	Public	2	0	0%	-
Swan Marsh Tennis Club	Affiliated	Public	2	0	0%	11
Warncoort Tennis Club	Affiliated	Public	2	0	0%	48
Yeo Tennis Club	Folded	Public	2	0	0%	-
TOTAL	-	-	67	7	10%	317

GOLDEN PLAINS SHIRE FACILITY LOCATION	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Bannockburn Tennis Courts (Bannockburn Recreation Precinct)	Affiliated	Local	6	2	33%	52
Barunah Park Tennis Courts	Folded	Public	2	0	0%	-
Cape Clear Tennis Club	Folded	Public	1	0	0%	-
Corindhap Tennis Club	Folded	Public	2	0	0%	-
Enfield Tennis Club	Folded	Public	1	0	0%	-
Gheringhap Tennis Club	Affiliated	Public	3	0	0%	6
Grenville Tennis Club	Affiliated	Public	2	0	0%	10
Haddon Tennis Club	Affiliated	Local	4	0	0%	15
Inverleigh Tennis Club	Affiliated	Local	4	0	0%	23
Lethbridge Tennis Club	Affiliated	Public	3	0	0%	n/a
Linton Tennis Club	No Club	Local	4	0	0%	-
Mannibadar Tennis Club	Affiliated	Public	2	0	0%	6
Maude Tennis Club	Affiliated	Local	4	0	0%	13
Meredith Tennis Club	Affiliated	Local	6	0	0%	19
Napoleons Tennis Club	Affiliated	Local	6	0	0%	-
Rokewood Tennis Club	Affiliated	Public	2	2	100%	6
Ross Creek Tennis Club	Affiliated	Local	4	0	0%	46
Shelford Tennis Club	No	Public	3	0	0%	-
Smythesdale Tennis Club	Affiliated	Local	4	0	0%	9
Sutherlands Creek Tennis Club	Affiliated	Public	2	0	0%	4
Teesdale Tennis Club	Affiliated	Local	6	2	33%	15
TOTAL	-	-	71	6	8%	224

CITY OF GREATER GEELONG FACILITY LOCATION	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Abe Wood Res (Lovely Banks TC)	Folded	Public	2	0	0%	-
All Saints Anglican Tennis Club	Affiliated	Public	2	2	100%	100
Anakie Reserve (Anakie Tennis Club)	Folded	Local	5	1	20%	-
Barwon Heads Village Park (Barwon Heads Tennis Club)	Affiliated	Local	6	4	67%	80
Batesford Reserve (Batesford TC)	Folded	Public	2	0	0%	-
Breakwater Reserve (Geelong East Uniting TC)	Affiliated	Public	3	0	0%	-
Burdoo Rec Reserve (Grovedale TC)	Affiliated	District	8	6	75%	257
Centre Court Indoor Tennis Centre	Affiliated	District	7	7	100%	n/a
Corio Community Reserve	Folded	Local	6	2	33%	-
Dorris Smith Res (Geelong West TC)	Affiliated	Public	3	0	0%	16
Drysdale Recreation Reserve	No Club	Public	2	0	0%	-
East Geelong Tennis Club	No	Local	4	0	0%	45
Ervin Reserve (Newcomb TC)	Affiliated	District	10	0	0%	42
Francis Street Res (St Stephen's TC)	Affiliated	Local	6	0	0%	26
Frank Mann Reserve (Ceres TC)	Affiliated	Public	2	0	0%	6
Fyans Park Tennis Club	Affiliated	Public	2	0	0%	9
Geelong East Uniting Church TC	No Club	Public	3	0	0%	45
Geelong Lawn Tennis Club	Affiliated	Regional	28	14	50%	708
Hamlyn Park Tennis Club	No	Local	5	2	40%	n/a
Harvey Park	No Club	Public	2	0	0%	-
Highton Reserve (Highton TC)	Affiliated	Local	6	6	100%	175
Howard Glover Reserve (Eastern Districts Tennis Club)	Affiliated	Local	4	0	0%	n/a
Jetty Road Res (Clifton Springs TC)	Affiliated	Local	6	2	33%	125
Kenwith Park	No Club	Public	2	0	0%	-
Lara Recreation Reserve (Lara TC)	Affiliated	District	8	4	50%	53
Latrobe Terrace Church of Christ TC	Folded	Public	1	0	0%	-
Leopold Rec Reserve (Leopold TC)	Affiliated	District	9	2	22%	74
Lunan Park (Lunan Tennis Club)	Affiliated	Public	2	0	0%	22
Marcus Hill Reserve	No Club	Public	2	0	0%	-
Marshall Reserve	No Club	Public	1	0	0%	-
Moolap Reserve (Moolap TC)	Affiliated	Local	6	2	33%	67
Myers Reserve (Bell Post Hill TC)	Affiliated	Local	4	2	50%	5
Ocean Grove Tennis Club	Affiliated	Local	7	5	71%	340
Pioneer Park (Grovedale TC overflow)	No	Local	6	0	0	-
Portarlington Rec Reserve (Portarlington Tennis Club)	No	District	8	0	0%	-
Seaview Tennis Club	Folded	Public	2	0	0%	-
Shell Tennis Club	Folded	Public	2	0	0%	-
St Albans Reserve (St Albans TC)	Affiliated	Local	6	3	50%	55
St John's Lutheran Tennis Club	Folded	Public	1	0	0%	-
St Leonards Res (St Leonards TC)	No	Public	2	0	0%	-
St Lukes Uniting Tennis Club	No	Public	2	0	0%	-
Surfside Reserve (Surfside TC)	Folded	Local	5	2	40%	-

CITY OF GREATER GEELONG FACILITY LOCATION	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Thomson Reserve (St Mary's TC)	Affiliated	Local	4	0	0%	53
Tim Hill Res (Wandana Heights TC)	Affiliated	Local	6	6	100%	84
Wallington Reserve (Wallington TC)	No	Local	5	0	0%	-
Wathaurong Reserve (Drysedale TC)	Affiliated	Local	6	0	0%	149
Wauron Ponds Res (Wauron Ponds TC)	Affiliated	Local	6	0	0%	68
Western Heights Uniting Tennis Club	Folded	Local	4	0	0%	-
TOTAL	-	-	231	72	31%	2604

APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

18 February 2014



Tennis Victoria
AAMI Park (Entrance F)
Olympic Boulevard, Melbourne VIC 3000
Locked Bag 6001, Richmond 3121
T +61 3 8420 8420 F +61 3 8420 8499
tennis.com.au/vic
tvreception@tennis.com.au

Dear Club Presidents and Secretaries

Re: Tennis Victoria's new affiliation model from 1 July 2014

Patron: The Honourable Alex Chernov,
AC, QC, Governor of Victoria

A game changing move is set for Victorian tennis! It is with great pleasure I can advise you that Tennis Victoria (TV) is embracing a new affiliation model, to commence 1 July 2014. From this date, clubs will only pay one simple, annual fee, instead of the previous per member charge, and the vast majority of clubs will be better off financially under this model. Most materially so. Instead of being charged a club affiliation fee and an additional \$30 fee per member, TV will now base your club's affiliation on the number of tennis courts at your club.

Over the course of many years we have heard about challenges from tennis clubs regarding our affiliation and membership model. We've listened and worked very hard to come up with a new approach; one where your club's affiliation is now one set/known annual fee. This change means that you can offer more flexible membership options and innovative promotions to grow the game of tennis, without worrying about additional member fees with every new participant. This is a partnership initiative of Tennis Australia and Tennis Victoria to help your club to get more people playing more tennis more often! Tennis Australia is supporting this initiative with a significant investment that recognises the importance of Victorian tennis.

This new model will not only greatly assist our current affiliates to thrive, but also better motivate and engage those tennis clubs who are not currently affiliated to join our ranks so that we can truly represent and support all of tennis in Victoria. We are always strongest together, particularly in our advocacy roles with state and local government.

The new schedule of fees is outlined overleaf. All current Tennis Victoria club benefits will remain with this new model, and we are also working to enhance our offering and services.

Just to confirm, there will be no per member charge to register participants who are part of your club. Registered participants will all be covered by Personal Accident Insurance, be eligible to play in sanctioned competitions and tournaments, receive communications from Tennis Victoria and access the Australian Open Pre-sale. The easiest and most effective way of registering the people who play at your club is through the free My Tennis software. We're here to fully train and continually support you in making the most of My Tennis for your club. Whilst the per member charge is gone, we still need you to register *everyone* who is part of or uses your club/venue. Accurate local and state-wide evidence of our participant base has never been more critical to our relationships and positioning with sponsors and government partners.

You will receive further information and a customised scenario for your club in April. We know that you may have questions about these new changes, and we hope that the attached Frequently Asked Questions will answer most. If we can clarify anything for you, please don't hesitate to contact us - through your TV Community Tennis Officer or TV Reception phone 8420 8420 - as we are here to help during this exciting change for our great sport.

APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

Finally, may I take this chance to thank and commend Tennis Australia's CEO, Craig Tiley, and Director of Participation, Craig Morris, and the Tennis Victoria Board of Directors, especially its Affiliation Reform sub-committee members over the past couple of years of TV President David Stobart, TV Director Gary Clark, and former TV Director Peter Quinn, for their contributions to making this happen for the good of Victorian tennis.

Kind regards,



Matthew Kennedy
Executive Director

***Want to hear more about our new affiliation model?
It will be a feature topic at Tennis Victoria forums:***

**TV Council Meeting (opened up to all affiliates for this purpose),
Wednesday 26 February, 7:30pm**

TV Metropolitan Clubs' Forum, Wednesday 2 April, 7:30pm

TV Country Conference, Friday 2 May, 10:00am

RSVP's essential - please refer overleaf for further details

Tennis Victoria ABN 29 757 304 158



Tennis Victoria's new affiliation model to commence 1 July 2014

Schedule of fees for clubs and commercial centres

One annual fee per club - no additional per member payments!

Number of Courts	Affiliation fee (inc GST)
Metro Melbourne	
1-4 courts	\$930
5-9 courts	\$1,505
10+ courts	\$3,955
Country Victoria	
1-4 courts	\$540
5-9 courts	\$825
10-19 courts	\$1,530
20+ courts	\$2,500

** Clubs that can demonstrate they have a gross annual turnover of less than \$1,000 are eligible to apply for a concession affiliation fee of \$165 (inc GST).*

Want to hear more about our new affiliation model? It will be a feature topic at:

Tennis Victoria Council Meeting Wednesday 26 February, 7:30pm

(opened up to all affiliates for current governance reform
and new affiliation model purposes/discussions)

Royal South Yarra Lawn Tennis Club, 310 Williams Road North, Toorak.

RSVP essential by 24 February to: tvreception@tennis.com.au

And also at:

Tennis Victoria Metropolitan Clubs' Forum Wednesday 2 April, 7:30pm

Grace Park Tennis Club, 6 Hilda Crescent Hawthorn

Invitations and further details will be sent to all metropolitan clubs

Tennis Victoria Country Conference Friday 2 May, 10:00am

National Tennis Centre, Melbourne Park

Invitations and further details will be sent to all country clubs/associations

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
LGA	FACILITY LOCATION	SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
Borough of Queenscliffe	Ganes Reserve	Point Lonsdale	Point Lonsdale Tennis Club	6	4	Local	Local	6	0	0	2	0	0	0	Retain as Local Club facility for the Point Lonsdale community.
Borough of Queenscliffe	Queenscliff Bowling Tennis & Croquet Club	Queenscliff	QBTCA	4	2	Local	Local	4	2	4	4	0	0	0	Retain as Local level facility for Queenscliff community and visitor population.
Colac Otway Shire	Apollo Bay Recreation Reserve	Apollo Bay	Apollo Bay Tennis Club	3	3	Public	Public	3	0	0	0	0	3	3	Retain courts for club use and public access.
Colac Otway Shire	Barongarook Tennis Courts	Barongarook	Barongarook Community TC	2	0	Public	Public	2	0	0	2	2	2	2	Retain courts for club use and public access.
Colac Otway Shire	Barwon Downs Tennis Courts	Barwon Downs	Barwon Downs Tennis Club	2	0	Public	Public	2	0	0	0	0	2	0	Retain courts for club use and public access.
Colac Otway Shire	Beeac Tennis Club	Beeac	Beeac Tennis Club	3	0	Public	Public	3	0	0	0	0	0	0	Retain courts for club use and public access and consider adding floodlights in the long-term.
Colac Otway Shire	Beech Forest (Fergusson)	Ferguson	NO CLUB	1	0	Public	Public	1	0	0	1	0	1	1	One court deemed unplayable and not suitable for use. Retain single court for public access.
Colac Otway Shire	Birregurra Recreation Reserve	Birregurra	Birregurra Tennis Club	2	2	Public	Public	3	2	0	0	3	2	2	Implement staged court improvements in-line with Birregurra Recreation Reserve Master Plan (including floodlighting)
Colac Otway Shire	Carlisle River Tennis Court	Gellibrand	NO CLUB	1	0	Public	Public	1	0	0	1	1	1	1	Retain single court for public use.
Colac Otway Shire	Colac Central Reserve	Colac	NO CLUB	2	0	Public	Public	2	0	0	2	0	2	0	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.
Colac Otway Shire	Colac Indoor Tennis Centre	Elliminyt	NO CLUB	4	4	Local	Local	4	0	0	0	0	0	0	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.
Colac Otway Shire	Colac Lawn Tennis Club	Colac	Colac Lawn Tennis Club	17	0	Regional	Large	8	8	0	8	8	8	8	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.
Colac Otway Shire	Elliminyt Tennis Courts	Elliminyt	Elliminyt Tennis Club	4	0	Local	Local	4	0	0	4	0	4	4	Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac.
Colac Otway Shire	Cororooke Tennis Courts	Cororooke	Cororooke Tennis Club	3	0	Public	Public	3	2	0	0	3	0	0	Support long-term relocation option and rebuild new courts for club use and public access.
Colac Otway Shire	Cressy Recreation Reserve	Cressy	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage
Colac Otway Shire	Eurack Tennis Courts	Eurack	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage
Colac Otway Shire	Forrest Tennis Courts	Forrest	Forrest Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Retain courts for club use and public access.
Colac Otway Shire	Gellibrand Recreation Reserve	Gellibrand	Gellibrand Tennis Club	0	0	-	Public	2	0	2	0	0	0	2	Recently reconstructed for netball use only. Line mark for tennis and provide nets and net posts.
Colac Otway Shire	Gerangamete Tennis Courts	Gerangamete	NO CLUB	2	0	Public	Public	2	0	0	2	0	0	0	Retain courts for public access and additional club overflow.
Colac Otway Shire	Johanna Tennis Courts	Johanna	NO CLUB	1	0	Public	Public	1	0	0	1	1	1	1	Retain single court for public use.

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
LGA	FACILITY LOCATION	SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
Colac Otway Shire	Kawarren Tennis Courts	Kawarren	Karwarren Tennis Club	2	0	Public	Public	2	0	0	2	0	2	0	Retain courts for public access and additional club overflow.
Colac Otway Shire	Kennett River Tennis Court	Kennett River	NO CLUB	1	0	Public	Public	1	0	0	0	0	1	1	Retain single court for public use.
Colac Otway Shire	Larpent Tennis Courts	Larpent	NO CLUB	2	0	Public	Public	1	0	0	1	1	1	1	Retain courts for public access and additional club overflow.
Colac Otway Shire	Lavers Hill Tennis Courts	Lavers Hill	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	0	Retain a single tennis court and consider alternative community uses
Colac Otway Shire	Pennyroyal Tennis Courts	Pennyroyal	Pennyroyal Tennis Club	2	0	Public	Public	2	0	0	2	0	2	2	Retain courts for club use and public access.
Colac Otway Shire	Swan Marsh Tennis Courts	Swan Marsh	Swan Marsh Tennis Club	2	0	Public	Public	2	0	0	2	2	2	2	Implement court relocation recommendations in-line with the Pirron Yallock Recreation Reserve Master Plan.
Colac Otway Shire	Warncoort Tennis Courts	Colac	Warncoort Tennis Club	2	0	Public	Public	2	0	0	2	0	2	2	Retain courts for club use and public access.
Colac Otway Shire	Yeo Tennis Courts	Yeo	NO CLUB	2	0	Public	Public	2	0	2	0	0	0	2	Retain courts for overflow club use and public access.
Golden Plains Shire	Bannockburn Recreation Precinct	Bannockburn	Bannockburn Tennis Club	6	2	Local	District	8	4	0	0	0	0	0	Promote venue as a District level facility and increase floodlighting levels over time. Increase court numbers in-line with local population growth.
Golden Plains Shire	Barunah Park Tennis Courts	Barunah Park	NO CLUB	2	0	Public	Public	1	0	0	1	1	0	1	Decommission 1 court and retain a single court for community use
Golden Plains Shire	Cape Clear Tennis Court	Cape Clear	NO CLUB	1	0	Public	Public	1	0	0	0	0	0	0	Retain single court for public access and local community use
Golden Plains Shire	Corindhap Tennis Courts	Corindhap	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	Decommission tennis infrastructure and consider alternative site uses in-line with local community needs.
Golden Plains Shire	Enfield Tennis Court	Enfield	Enfield Tennis Club	1	0	Public	Public	1	0	0	0	0	0	1	Retain single court for public access and local community use
Golden Plains Shire	Gheringhap Tennis Courts	Gheringhap	Gheringhap Tennis Club	3	0	Public	Public	3	0	0	3	0	3	0	Retain for club use and public access
Golden Plains Shire	Grenville Tennis Courts	Grenville	Grenville Tennis Club	2	0	Public	Public	2	0	0	2	2	2	2	Reconstruct courts to provide for club use and public access
Golden Plains Shire	Haddon Tennis Courts	Haddon	Haddon Tennis Club	4	0	Local	Local	4	0	0	0	0	4	0	Retain for club use and public access
Golden Plains Shire	Inverleigh Tennis Courts	Inverleigh	Inverleigh Tennis Club	4	0	Local	Local	4	2	0	0	0	0	0	Retain for club use and public access and consider long-term relocation to the Inverleigh Recreation Reserve should funds become available
Golden Plains Shire	Lethbridge Tennis Courts	Lethbridge	Lethbridge Tennis Club	3	0	Public	Public	3	0	0	0	0	0	0	Retain for club use and public access
Golden Plains Shire	Linton Tennis Courts	Linton	NO CLUB	4	0	Local	Public	3	0	0	1	0	3	1	Decommission Court 4 and retain single tennis court and 2 multi-use tennis/netball courts for public access and local community use
Golden Plains Shire	Mannibadar Tennis Courts	Mannibadar	Mannibadar Tennis Club	2	0	Public	Public	2	0	0	2	1	2	0	Retain for club use and public access

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

LOCATION				2014 PROVISION			INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025								
LGA	FACILITY LOCATION	SUBURB	CLUB NAME	TOTAL NO. COURTS	TOTAL NO. FLOODLIT COURTS	HIERARCHY NOW	ASPIRATIONAL HIERARCHY	MINIMUM NUMBER OF COURTS TO PROVIDE	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
Golden Plains Shire	Maude Tennis Courts	Maude	Maude Tennis Club	4	0	Local	Local	3	0	1	2	0	3	2	Decommission Court 4 and continue to improve remaining 3 courts in-line with site master plan recommendations
Golden Plains Shire	Meredith Tennis Courts	Meredith	Meredith Tennis Club	6	0	Local	Local	6	2	0	6	0	0	0	Retain for club use and public access and consider upgrading surface to acrylic in next 6-10 years and adding lights to 2 courts at the same time
Golden Plains Shire	Napoleons Tennis Courts	Napoleons	Napoleons Tennis Club	6	0	Local	Local	6	2	4	2	6	6	4	Retain for club use and public access
Golden Plains Shire	Rokewood Tennis Courts	Rokewood	Rokewood Tennis Club	2	2	Public	Public	2	0	2	0	0	0	2	Retain for club use and public access
Golden Plains Shire	Ross Creek Tennis Courts	Ross Creek	Ross Creek Tennis Club	4	0	Local	Local	4	0	4	0	0	0	4	Retain for club use and public access
Golden Plains Shire	Shelford Tennis Courts	Shelford	Shelford Tennis Club	3	0	Public	Public	3	0	0	2	2	3	2	Decommission 1 court and retain 2 courts for public access, and create an additional multi-purpose use court
Golden Plains Shire	Smythesdale Tennis Courts	Smythesdale	Smythesdale Tennis Club	4	0	Local	Local	4	0	4	0	0	0	2	Retain for club use and public access
Golden Plains Shire	Sutherlands Creek Tennis Courts	Sutherlands Creek	Sunderlands Creek Tennis Club	2	0	Public	Public	2	0	2	0	0	0	0	Retain for club use and public access
Golden Plains Shire	Teesdale Tennis Courts	Teesdale	Teesdale Tennis Club	6	2	Local	Local	6	2	4	2	0	6	2	Retain for club use and public access and consider increasing floodlighting provision in the long-term
Golden Plains Shire	Victoria Park Reserve	Bannockburn	NO CLUB	0	0	-	-	0	0	0	0	0	0	0	Venue already decommissioned for tennis. Consider alternative site uses in-line with local community needs.
Greater Geelong	Abe Wood Reserve	Lovely Banks	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of its functional life, decommission site and make safe
City of Greater Geelong	All Saints Tennis Club	Newtown	All Saints Tennis Club	2	2	Public	Public	2	0	0	0	0	0	0	Church land/site that does not form part of the CoGG capital works program
City of Greater Geelong	Anakie Reserve	Anakie	NO CLUB	5	1	Local	Public	2	0	0	2	0	0	2	Decommission 2 tennis courts and retain and improve 2 courts for public access and a 3rd for multi-use. Consider upgrades as part of Anakie Reserve Master Plan.
City of Greater Geelong	Barwon Heads Village Park	Barwon Heads	Barwon Heads Tennis Club	6	4	Local	Local	6	0	0	4	0	0	0	Retain as 6-court Local level facility (connect with Ocean Grove for increase service if required) - consider future pavilion improvements to support club growth.
City of Greater Geelong	Batesford Reserve	Batesford	Batesford Tennis Club	2	0	Public	Public	2	0	0	2	0	2	0	Retain for public access and local community use and main courts through Hard Surfaces Program
City of Greater Geelong	Breakwater Reserve	Breakwater	Geelong East Uniting Tennis Club	3	0	Public	Local	4	2	0	0	0	3	0	Maintain as a Public access level facility and consider adding a 4th court and lighting to bring it up to a Local level venue

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

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City of Greater Geelong	Burdoo Recrcreation Reserve	Grovedale	Grovedale Tennis Club	8	6	District	District	8	0	0	2	0	0	8	Retain as District facility and improve acrylic surfaces as part of the Hard Surfaces Program. Club to maintain and improve synthetic grass courts.
City of Greater Geelong	Centre Court Indoor Tennis Centre	North Geelong	Centre Court Indoor TC	7	7	Local	Local	7	0	0	0	0	0	0	Important venue in the North of Geelong and CoGG to support its retention. Private commercial centre so not included within CoGG capital works
City of Greater Geelong	Corio Community Reserve	Corio	NO CLUB	6	2	Local	Public	2	0	0	2	0	2	2	Retain 2-courts as a Public access facility for local community use via Hard Surfaces Program
City of Greater Geelong	Dorris Smith Reserve	Geelong West	Geelong West Tennis Club	3	0	Public	Public	3	0	3	3	0	3	3	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Drysdale Rec Reserve	Drysdale	NO CLUB	2	0	Public	Public	2	0	0	2	0	2	2	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Ervin Reserve	Newcomb	Newcomb Tennis Club	10	0	District	Local	7	4	0	5	0	0	0	Retain 5 acrylic courts (and possibly floodlight in the long-term) for club use and retain 2 asphalt courts for public access. Remove 3 courts and return to public open / play space and implement changes in-line with Ervin Reserve Master Plan.
City of Greater Geelong	Francis Street Reserve	Belmont	St Stephen's Tennis Club	6	0	Local	Local	6	4	3	3	0	6	1	Retain as a Local level facility, repair court issues and consider resurfacing asphalt courts with plexipave and adding lighting in the future.
City of Greater Geelong	Frank Mann Reserve	Ceres	Ceres Tennis Club	2	0	Public	Public	2	0	0	1	0	2	0	Retain as Public access venue for local community and maintain through Hard Surfaces Program
City of Greater Geelong	Fyans Park Tennis Club	Newtown	Fyans Park Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	School site and not CoGG responsibility - negotiate public access for local community use
City of Greater Geelong	Geelong East Uniting Church Tennis Club	East Geelong	NO CLUB	3	0	Public	-	0	0	0	0	0	0	0	Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve
City of Greater Geelong	Geelong Lawn Tennis Club	Belmont	Geelong Lawn Tennis Club	28	14	Regional	Regional	28	0	0	0	0	0	0	Support venue as Regional Centre for events, activities and service provision, as well as future funding applications to third-parties for infrastructure renewal.
City of Greater Geelong	Hamlyn Park	Hamlyn Heights	Hamlyn Park Tennis Club	5	2	Local	Local	5	0	0	0	0	0	0	Retain as Local level facility with club to focus on synthetic grass court improvement
City of Greater Geelong	Harvey Park	St Leonards	NO CLUB	2	0	Public	Public	2	0	0	0	0	2	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program

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City of Greater Geelong	Highton Reserve	Highton	Highton Tennis Club	6	6	Local	Local	6	0	0	3	0	0	3	Retain as Local level facility and continue to support overflow site use at Pioneer Park to help grow club activities. Club to continue maintain and replace synthetic grass surfaces.
City of Greater Geelong	Howard Glover Reserve	Geelong	Eastern Districts Tennis Club	4	0	Local	Local	4	0	4	2	0	4	0	Retain as Local level facility and court damage issues and resurface asphalt courts with acrylic surface
City of Greater Geelong	Jetty Road Reserve	Clifton Springs	Clifton Springs Tennis Club	6	2	Local	District	8	2	3	0	0	0	0	Recently upgraded from Local level venue to 8-court District Centre. Support minor repairs to acrylic courts and consider adding floodlighting in the future.
City of Greater Geelong	Kenwith Park	Newtown	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Lara Recreation Reserve	Lara	Lara Tennis Club	8	4	District	District	8	2	0	2	0	4	4	Retain as the main facility for tennis in the North of Geelong and focus on supporting improvement and start planning for additional courts to service Lara's growth and growth in the North of Geelong. Tennis/Netball courts to be upgraded with acrylic and the two poorest synthetic grass courts to be upgraded by the club in the short-term.
City of Greater Geelong	Latrobe Terrace Church of Christ Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
City of Greater Geelong	Leopold Rec Reserve	Leopold	Leopold Tennis Club	9	2	District	District	9	4	4	7	0	0	0	Retain and maintain 6 acrylic courts for club use and increase floodlit courts over time. Maintain 3 asphalt courts via Hard Surfaces Program for public access.
City of Greater Geelong	Lunan Park	Drumcondra	Lunan Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Marcus Hill Reserve	Marcus Hill	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Marshall Reserve	Marshall	NO CLUB	1	0	Public	Public	1	0	0	1	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Moolap Reserve	Moolap	Moolap Tennis Club	6	2	Local	Local	6	2	0	4	0	0	2	Retain as Club level facility with 4 acrylic courts for club use and retain 2 asphalt for public access and maintain via Hard Surfaces Program. Club to consider lighting improvement.

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

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City of Greater Geelong	Myers Reserve	Bell Post Hill	Bell Post Hill Tennis Club	4	2	Local	Local	4	0	0	0	0	0	0	Retain as Local level facility and consider long-term expansion to 6-courts in-line with local and Northern Geelong population west of Ring Road grows
City of Greater Geelong	Ocean Grove Tennis Reserve	Ocean Grove	Ocean Grove Tennis Club	7	5	Local	District*	7	0	0	2	0	0	0	Main venue for the Ocean Grove TC and maintain acrylic courts via Hard Surfaces Program. Club to maintain synthetic grass courts (*refer also Surfside TC)
City of Greater Geelong	Pioneer Park	Grovedale	Highton Tennis Club	6	0	Local	Local	6	4	0	0	0	0	0	Retain as an overflow venue for the Highton TC and for public access and consider the addition of lights in the medium to long-term
City of Greater Geelong	Portarlington Rec Reserve	Portarlington	Portarlington Tennis Club	8	0	District	Local	5	0	0	0	0	0	0	Venue has been reduced to a Local level facility with 5 acrylic courts. Retain for local club use and public access and maintain via Hard Surfaces Program.
City of Greater Geelong	Seaview Tennis Club	Lovely Banks	Seaview Tennis Club	2	0	Public	Public	2	0	0	2	2	0	2	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	Shell Tennis Club	Corio	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Club recently folded. COGG to investigate options for community access to courts and ongoing management and maintenance responsibilities (venue is on private land).
City of Greater Geelong	St Albans Reserve	Breakwater	St Albans Tennis Club	6	3	Local	Local	6	0	3	3	0	0	3	Retain as Local level facility and consider resurfacing asphalt courts with plexipave and adding lighting in the future. Clean existing acrylic courts to prolong their life.
City of Greater Geelong	St John's Lutheran Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
City of Greater Geelong	St Leonards Reserve	St Leonards	St Leonards Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Retain as Public access facility for local community use and maintain through Hard Surfaces Program
City of Greater Geelong	St Lukes Uniting Tennis Club	Highton	St Lukes Uniting Tennis Club	2	0	Public	Public	2	0	0	0	0	0	0	Church land/site and not part of CoGG capital works program
City of Greater Geelong	Surfside Reserve	Ocean Grove	Ocean Grove Tennis Club	5	2	Local	Local	5	2	0	5	0	0	0	Surfside Tennis Club has dissolved and Ocean Grove TC has taken over the site as its satellite site. Maintain courts via the Hard Surfaces Program.
City of Greater Geelong	Thomson Reserve	Thomson	St Mary's Tennis Club	4	0	Local	Local	4	2	0	0	0	0	0	Retain as Local level facility - 4 courts (2 acrylic and 2 synthetic grass) were recently constructed in 2014. Club to consider lighting 2 synthetic courts.

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City of Greater Geelong	Tim Hill Reserve	Wandana Heights	Wandana Heights Tennis Club	6	6	Local	Local	6	0	0	4	0	2	4	Retain as Local level facility with 6 plexipave all lit courts. Retain and maintain via Hard Surfaces Program.
City of Greater Geelong	Wallington Reserve	Wallington	Wallington Tennis Club	5	0	Local	Local	5	0	5	0	0	5	0	Ocean Grove use as overflow, but will move to Surfside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance.
City of Greater Geelong	Wathaurong Reserve	Drysdale	Drysdale Tennis Club	6	0	Local	Local	6	3	0	0	0	3	0	Retain as Local level facility and re-install lighting infrastructure to meet local club standards
City of Greater Geelong	Waurm Ponds Reserve	Waurm Ponds	Waurm Ponds Tennis Club	6	0	Local	Local	6	0	3	3	0	0	0	Retain as Local level facility and assist club to grow membership due to Colac through road closure. Maintain courts via Hard Surfaces Program.
City of Greater Geelong	Western Heights Uniting Tennis Club	Herne Hill	Western Heights Uniting TC	4	0	Local	Local	4	0	0	0	0	0	0	Church land/site and not part of CoGG capital works program
City of Greater Geelong	East Geelong Tennis Club	Geelong	East Geelong Tennis Club	4	0	Local	Local	4	0	0	0	0	0	0	Crown land/site and not part of CoGG capital works program
Surf Coast Shire	Aireys Inlet Tennis Courts	Aireys Inlet	Aireys Inlet Tennis Club	4	4	Local	Local	4	2	0	2	0	0	2	Retain for club use and public access
Surf Coast Shire	Anglesea Tennis Club	Anglesea	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
Surf Coast Shire	Bambra Tennis Courts	Bambra	Bambra Tennis Club	2	2	Public	Public	2	0	0	2	2	2	2	Retain for public access and local community use
Surf Coast Shire	Bellbrae Tennis Courts	Bellbrae	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
Surf Coast Shire	Bellbrae Tennis Courts - Lower	Bellbrae	Bellbrae Tennis Club	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
Surf Coast Shire	Buckley South Tennis Courts	Buckley	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
Surf Coast Shire	Connewarre Tennis Courts	Connewarre	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
Surf Coast Shire	Deans Marsh Tennis Courts	Deans Marsh	Deans Marsh Tennis Club	2	0	Public	Public	2	0	2	0	0	0	2	Retain for public access and local community use

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Surf Coast Shire	Deep Creek Tennis Courts	Torquay	NO CLUB	2	0	Public	Public	2	0	2	2	0	2	2	Retain for public access and local community use
Surf Coast Shire	Freshwater Creek Tennis Courts	Freshwater Creek	NO CLUB	4	0	Local	Public	1	0	0	0	0	0	0	Retain single court for public and local community use
Surf Coast Shire	Gnarwarre Tennis Courts	Gnarewarre	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
Surf Coast Shire	Jan Juc Tennis Courts	Jan Juc	Jan Juc Tennis Club	5	4	Local	Local	4	1	4	5	0	5	5	Retain and improve courts for club and community use
Surf Coast Shire	Lorne Country Club	Lorne	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
Surf Coast Shire	Mirnee Tennis Courts	Winchelsea	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure. Access to tennis will be via Winchelsea.
Surf Coast Shire	Modewarre Tennis Courts	Modewarre	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
Surf Coast Shire	Moriac Tennis Courts	Moriac	Moriac Tennis Club	4	2	Local	Local	4	0	0	0	0	0	0	Retain for club use and public access
Surf Coast Shire	Mt Moriac Tennis Courts	Mt Moriac	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
Surf Coast Shire	Spring Creek Reserve Tennis Courts	Torquay	Torquay Tennis Club	6	6	Local	Local	6	0	0	0	0	0	0	Retain as a Local level tennis facility and implement improvements inline with the Spring Creek Master Plan
Surf Coast Shire	Winchelsea Tennis Courts	Winchelsea	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.
				443	119	-	-	401	68	69	156	42	136	130	



PO Box 4078
131 Myers Street
Geelong Victoria 3220

TEL +61 3 5227 4000
FAX +61 3 5224 2594
EMAIL G21info@g21.com.au

www.g21.com.au

4. UPDATED GIFTS AND HOSPITALITY COUNCIL POLICY

Portfolio:	Governance - Cr Lyons (Mayor)
Source:	Strategy & Performance - Administration & Governance
General Manager:	Dean Frost
Index Reference:	Council Reports 2015

Purpose

To update the Gifts and Hospitality Council Policy.

Summary

The previous version of the Gifts and Hospitality Policy was due for review by Council this year. As part of the review process, several minor changes to the Policy have been made. These changes do not impact the fundamental elements of the policy, but look to improve readability or provide clear direction.

Cr Ansett moved, Cr E Kontelj seconded -

That Council endorses the updated Gifts and Hospitality Policy.

Carried.

Background

This report updates Council's Gifts and Hospitality Policy and ensures compliance with the Local Government Act 1989.

Discussion

Council's Gifts and Hospitality Policy was due for review by Council, and accordingly, some minor changes are proposed as part of the review process. These changes do not impact the fundamental elements of the policy, but look to improve readability or provide clear direction.

Environmental Implications

There are no environmental implications associated with the contents of this report.

Financial Implications

There are no specific financial implications associated with updating the Gifts and Hospitality Policy.

Policy/Legal/Statutory Implications

The Gifts and Hospitality Policy has been updated and remains compliant with the Local Government Act 1989.

Alignment to City Plan

In accordance with our strategic objective 'How We Do Business', Council has in place a Gifts and Hospitality Policy.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has a direct or indirect interest in the information provided.

Risk Assessment

Updating the current Gifts and Hospitality ensures compliance with the Local Government Act 1989 and minimises any associated risks.

Social Considerations

There are no social considerations associated with the information contained in this report.

Human Rights Charter

We have taken into consideration all Human Rights as part of the drafting process of this report, none of which apply.

Consultation and Communication

The updated Gifts and Hospitality Policy will be available on Council's website and will also be available to staff via Cityweb.

COUNCIL POLICY

Gifts and Hospitality	Document No:	CPL40.5
	Approval Date:	
	Approved By:	Council
	Review Date:	
Responsible Officer: General Manager Strategy & Performance		
	Version No:	04
Authorising Officer:	Chief Executive Officer	

1. PURPOSE

To establish guidelines for the acceptance of gifts or hospitality by Councillors and Council employees in order to avoid any potential Conflicts of Interest or breaches of the Local Government Act.

2. SCOPE

This Policy applies in relation to all gifts or hospitality offered to, or received by, Councillors and Council Employees from external sources.

3. REFERENCES

- Council Policy – Councillor Code of Conduct CPL40.7
- Management Policy – Fraud Control MPL550.3.2
- Management Policy – Staff Conduct
- Local Government Act 1989 - Sections 77-81

4. DEFINITIONS

Gifts

Gifts are unsolicited and meant to convey a feeling of goodwill on behalf of the giver where there is no expectation of favours or repayment. Some examples of these types of Gifts could include:

- Clothes;
- Products: and
- Tickets

with a value of greater than \$50.

Hospitality

Hospitality is the provision of food or beverages, travel, accommodation or entertainment, which is offered to convey goodwill on behalf of the giver, for which there is no expectation of favours or repayment. Hospitality is a form of Gift, but for the purpose of this Policy is considered separately.

Tokens

A Token is a Gift (other than money) with a value of up to and including \$50.

Examples include:

- Trinkets (ties, scarves, coasters, tie pins);
- Flowers;
- Single bottles of reasonably priced wine; and
- Food, for example chocolates and cakes.

Tokens should not create a sense of obligation in the receiver that will influence, or appear to influence, the exercise of their official duties.

Bribe

Means money, reward or service offered to procure an action, decision, or preferential treatment.

Conflict of Interest

Means any private or personal interest, which could influence, or be perceived to influence, a person in the performance of his or her public or professional duties (refer to the Local Government Act for a comprehensive definition).

Cash

Means money, or vouchers which are readily convertible.

5. COUNCIL POLICY

The City of Greater Geelong is committed to being open and transparent in its operations.

Councillors and Council Employees must:

- a) Be ethical, fair and honest in the conduct of their official duties;
- b) Be aware that fraudulently receiving a "Gift", including Hospitality, is an offence under both Common Law and the Local Government Act;
- c) Be fully accountable and responsible for their actions and ensure that the methods and processes they use to arrive at decisions are beyond reproach and can withstand audit processes and proper scrutiny;
- d) Not seek, solicit, or use their position with Council to obtain gifts or benefits from external organisations or individuals;
- e) Ensure that a person, company or organisation is not placed in a position in which they feel obliged to offer gifts or hospitality in order to secure or retain Council business; and
- f) Report any incidences where a Bribe and/or cash is offered.

5.1. Acceptance of Gifts

Councillors and Council Employees must not solicit Gifts or Hospitality. Offers of money must never be accepted.

The following principles apply to Councillors and Council Employees in relation to the acceptance of Gifts or Hospitality:

- Tokens that are of an infrequent nature and which are unsolicited may be accepted. (Refer 5.5.1)
- Other than Tokens a Gift should be politely declined.
- If a Gift or Hospitality cannot be declined or returned, or if refusal has the potential to damage a relationship, then it may be received, but must be reported immediately. (Refer 5.5.2)
- It may be determined that Council retain or appropriately dispose of a Gift.

5.2. Hospitality

Councillors and Council Employees, in the normal course of their duties, will from time to time receive invitations of hospitality to attend various functions and events.

Where such hospitality is modest in nature and provides an opportunity to network or undertake business of a common purpose, it may be appropriate to accept such invitations. Where practical, approval should be obtained prior to the attendance.

Examples:

- A business meeting to discuss matters of Council business at which a meal or refreshments are served; or
- Attendance as a representative of the Council at promotional events, site inspections, meetings or activities where there is value to Council.

If, however, acceptance of the hospitality is likely to create the impression of compromised impartiality of the Councillor or Council Employee, or could be perceived as a Conflict of Interest, the offer of Hospitality should be politely declined.

Any Hospitality estimated to be in excess of \$50 must be reported in the same manner as a Gift (Refer 5.5.2).

5.3. Bequests

Any bequests to Councillors or Council Employees resulting from their position with Council must not be accepted. Arrangements may be made to donate the bequest to a charitable institution in the name of the donor, or returned to the immediate family.

5.4. Conflict of Interest

Councillors and Council employees should be aware that any Gift or Hospitality in the amount of \$500, received from one source, over a five year period, will give rise to a conflict of interest, which must be declared in accordance with the Local Government Act.

Hospitality is not considered to be a Gift, for the purpose of establishing a conflict of interest where the following two conditions apply:

- The hospitality was received at an event or function that the person attended in an official capacity as the Mayor, a Councillor, a member of a Special Committee, or a member of Council staff; and
- The Hospitality was reasonable. That is, a reasonable person would consider it appropriate and not excessive.

All other forms of hospitality must be declared.

Hospitality does not constitute a Gift if it is paid for by Council, or by the person receiving the Hospitality.

5.5. Approval and Reporting

5.5.1. **Tokens.** Details of any Tokens shall be recorded on the form contained within Attachment 1. Completed forms are to be forwarded to the Governance Unit.

5.5.2. **Gifts and Hospitality.** Details of Gifts or Hospitality shall be recorded on the form contained within Attachment 2. The responsible General Manager, or the Mayor in respect of Councillors, and the Chief Executive Officer in respect of the Mayor, will determine the most appropriate treatment of the Gift or Hospitality. Completed forms are to be forwarded to the Governance Unit for recording in the Register of Gifts and Hospitality

5.5.3. **Gifts and Hospitality Register.** A Register will be maintained by the Governance Unit and reported to the Audit Advisory Committee every six months. This Register will be made available for public inspection and contains the following information:

- Date;
- Description of the Gift or Hospitality;
- Estimated Value;
- Recipient;
- Provider Name (Individual or Company); and
- Treatment.

6. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Gifts and Hospitality Register	Governance Unit	Ongoing	Corporate Records

7. ATTACHMENTS

- Attachment 1 – Declaration of Token (where the value is up to and including \$50)
- Attachment 2 – Gifts and Hospitality Declaration Form (where the value exceeds \$50)

5. ALTERNATE COUNCIL MEETING SCHEDULE

Portfolio:	Governance – Cr Lyons (Mayor)
Source	Strategy & Performance – Administration & Governance
General Manager:	Dean Frost
Index Reference	Council Meetings – General Issues

Purpose

This report proposes an alternate Council meeting schedule, which would enable Council to utilise time more efficiently and effectively in its strategic engagement with the community, key stakeholders and the organisation.

Summary

- Council has retained the same meeting cycle for the past 18 years.
- During 2013 and 2014, there were 493 reports tabled at the Ordinary Meetings of Council. These reports comprised a mixture of statutory, strategic and operational matters.
- The proposed strategic meetings will provide Councillors with an opportunity to receive and discuss information regarding major policy and strategic issues prior to reports being prepared and presented to formal meetings of Council. Councillors may hear presentations from the community and outside groups as part of these strategic meetings. While Council will not make formal decisions during these meetings, the forum allows for in-depth discussion, and greater understanding of issues.
- It is proposed that the current four weekly meeting cycle be altered as follows:
 - Week 1 – Briefing – Council Business
 - Week 2 – Briefing – strategic matters and/or presentation
 - Week 3 – Ordinary Meeting of Council
 - Week 4 – Briefing – strategic matters and/or presentation
- If there is an urgent need for Council to meet prior to a scheduled Ordinary Meeting, a Special Meeting of Council may be convened pursuant to sections 83(b) and 89(4) of the *Local Government Act 1989*.

Cr Harwood moved, Cr Irvine seconded -

That Council:

- 1) endorse the proposed change to its Ordinary Council Meeting schedule, effective from September 2015;**
- 2) informs interested parties of the change via publication of Council's revised meeting schedule for the remainder of 2015;**
- 3) review the revised meeting schedule in six months and determine whether any further refinement is required, or whether to continue with the revised schedule indefinitely.**

Carried.

Background

Council has retained the same meeting cycle for the past 18 years. During 2013 and 2014, 493 reports were considered by Council. These reports comprised a mix of statutory, strategic and operational matters. There were 206 statutory reports which required Council endorsement, 162 strategic reports and 125 operational reports.

The City of Greater Geelong is a significant entity, with in excess of 2600 employees, and annual expenditure (Recurrent and Capital) in excess of \$400,000,000.

Accordingly, Councillors play a dual role as representatives of the Community as well as custodian of the organisation.

Noting the current challenges not only facing the City of Greater Geelong but the Local Government sector it is appropriate to consider ways in which Councillors can dedicate time to discuss and consider strategic matters, or to better engage with the community and stake holders.

Considering the importance of Councillors having sufficient time to consider strategic matters, a change to Council's monthly meeting cycle is proposed. (Refer Attachment 1).

Discussion

In order for Councillors to keep up to date with the challenges facing Council and to ensure they have sufficient time to focus their attention on providing input into key issues, a change to Council's meeting cycle is proposed.

It is proposed that the current four weekly meeting cycle be altered as follows:

- Week 1 – Briefing – Council Business
- Week 2 – Briefing strategic matters and/or presentation
- Week 3 – Ordinary Meeting of Council
- Week 4 – Briefing strategic matters and/or presentation

If there is an urgent need for Council to meet prior to a scheduled Ordinary Meeting, a Special Meeting of Council may be convened pursuant to sections 83(b) and 89(4) of the *Local Government Act 1989*.

The second and third week of each month would be set aside for strategic meetings, during which Councillors could consider major policy and strategic issues. Councillor deliberations during these meetings could be considered when formulating recommendations to Council, and could help shape future City Plan objectives. These meetings would also afford Councillors a greater opportunity to meet with community groups and to hear relevant industry presentations.

Strategic meetings could also include a more detailed discussion of:

- current or proposed service provision;
- financial management issues;
- planning and other issues that affect future economic development in the region, and accordingly, employment opportunities;
- strategies for representation at State and Federal level;
- proactively assessing and preparing for rate capping;
- policy development etc.

As part of the review of Council's current meeting schedule, a sample of 36 Councils was examined. Of the sample, 15 Councils held fortnightly Ordinary Meetings (including Geelong) and 21 held monthly Ordinary Meetings, including some larger Councils. Refer Attachment 2.

It is acknowledged that City Plan is a key strategic document which drives the future direction of the Council. In the past, Council has consulted with the community under the banner "Your City Your Say" in developing City Plan. While this process occurs every 4 years, and staff and Councillors also meet with community groups on an intermittent basis, the proposed change to the meeting cycle provides further opportunity for staff, community groups and other key stakeholders to meet with Council.

An analysis of the reports tabled at Council over a two year period supports refining the current process. There were a significant number of reports which could have been addressed during a strategic meeting or Briefing. Operational reports, in particular, can be managed through other communication mediums in order to keep the community informed.

Given the changing landscape of Local Government and the challenges confronting all Councils, it is imperative that Council debate the merits of the recommendation.

Environmental Implications

Not applicable

Financial Implications

A change in the meeting cycle will save time, resources and would reduce overall operating costs.

Policy/Legal/Statutory Implications

A change to the meeting cycle should not impact any statutory requirements.

Alignment to City Plan

An increased emphasis on strategic matters will directly contribute to the future development and review of City Plan.

Officer Direct or Indirect Interest

No officers involved in the preparation of this report have either a direct or indirect interest.

Risk Assessment

If the revised four weekly cycles is endorsed, staff would need to ensure regulatory timeframes are met.

Social Considerations

No significant social issues exist as the community still has the opportunity to comment on reports that would come before Council.

Human Rights Charter

Council reports would continue to consider human rights, as appropriate.

Consultation and Communication

If the meeting cycle is altered, Council will advise the community through the local papers and via the web etc. Staff will also be informed to ensure that reports are prepared to meet regulatory or other requirements.



2015 PROPOSED COUNCIL MEETING SCHEDULE

Briefing Date	Council Mtg	Strategic Workshop / External Presentations	5 th Tuesday
1 September			
		8 September	
	15 September		
		22 September	
			Deemed 5 th Tuesday
6 October			
		13 October	
	20 October		
		27 October	
3 November			
		10 November	
	17 November		
		24 November	
1 December			
	8 December		
			Recess
			Recess
			Recess

Council	Frequency of Ordinary Meetings	Briefings	Comments
Ararat	Monthly	3 per month	Monthly - third Tuesday of Month, commencing at 6pm (usually no meeting held in January) Three briefing sessions 1st, 2nd and 3rd Tuesday each month commencing at 4pm.
Benalla	Monthly	Monthly	Meetings and Briefings - every 4 weeks During budget and Council Plan prep Briefings become almost weekly. There are 3 sec 86 committees that all meet every 4 weeks also and feed into the full Council meeting agenda.
Colac Otway	Monthly	Weekly	Ordinary Meeting - fourth Wednesday of the month. Briefings every Wednesday. Planning Committee meeting - 2nd Wednesday of the month (if held).
Frankston	Monthly	2 per month	2 council meetings per month. Planning Meeting is held on the Monday of Week 1. Ordinary Meetings are held on the Monday of Week 3. Briefings are held on the Mondays of Weeks 2 and 4 and sometimes on Wednesdays of Weeks 2 and 4, depending on the number of items that need to be discussed.
Gannawarra	Monthly	Monthly	Ordinary meetings 3rd Wednesday with the exception of January with the odd Special meeting when required. Councillor Briefings on the first Tuesday.
Kingston	Monthly		Also 1 Planning Meeting per month
Loddon	Monthly	Monthly	Ordinary Council meeting on the fourth Monday of the month. Briefings are held in the hours before the Ordinary Meeting. Occasional extra briefings for considering the draft Budget, Council Plan, etc.
Manningham	Monthly		
Mansfield	Monthly	Monthly	
Maribyrnong	Monthly	Monthly	Ordinary meetings 3rd Tuesday of the month and City Development Special Committee meeting 4th Tuesday of the month.
Melbourne	Monthly		Also 2 Future Melbourne Meetings and scheduled Inner Melbourne Action Plan Committee meetings.
Mildura	Monthly	Monthly	Ordinary Meetings fourth Thursday of every month and a Councillor Briefing session is held on the second Thursday of every month.
Monash	Monthly		
Moonee Valley	Monthly		Fourth Tuesday of the month.
Moorabool	Monthly		Ordinary Meetings first Wednesday of the month
Newcastle	Monthly		3rd Tuesdays are committee meetings and 4th Tuesday is an ordinary meeting.
South Gippsland	Monthly	Weekly as required	Week 1 Strategic Briefings – Closed Sessions Week 2 Tentative – Strategic Briefings – Closed Sessions Week 3 Public Presentation Sessions - 2pm and 7pm – Open Sessions Week 4 Council Meetings Week 5 No briefings

Council	Frequency of Ordinary Meetings	Briefings	Comments
Southern Grampians	Monthly	Monthly	Ordinary meeting commences at 5.30pm.m Briefing are same day start at 1.30 p.m. and finishing at 5.00 p.m. The half hour between the briefing and the Council meeting is utilised for informal discussion between Councillors and members of the public. Between Council meetings, informal briefings are held, also on a monthly basis and these usually start at 1.00 and finish by 6.00 or 7.00. The Councillors effectively meet only twice per month.
Sydney	Monthly		3 week cycle - Briefings 2nd Monday, Committee Meetings 3rd Monday and Tuesday night, Council Meeting last Monday of the month.
Wodonga	Monthly	Weekly	Ordinary meetings third Monday and may vary e.g.: June we will have two meetings in order to accommodate council plan / budget process. Briefings are held most Mondays from 8.30am to 1pm (approx).
Wyndham	Monthly		Additional 4 special meeting and 1 statutory meeting per year.
Gold Coast	Fortnightly		Tuesdays
Ballarat	2 per month	2 per month	Council Assemblies 1st & 3rd Wednesdays commencing 6pm Council Meetings 2nd & 4th Wednesdays commencing 7pm
Banyule	2 per month		Generally fortnightly on Monday evenings.
Baw Baw	2 per month	2 per month	Council Meetings are held every 2nd and 4th Wednesday of the month from 6.00pm. Councillor Briefing every 1st and 3rd Wednesday of the month from 10-5 (longer if required)
Brimbank	2 per month		2nd and 4th Tuesday of Month
City of Greater Geelong	2 per month	2 per month	Second and Fourth Tuesday of the Month. Briefings on the alternate Tuesday. Our Planning Committee is scheduled monthly but may only meet once or twice per year.
Darebin	2 per month	2 per month	Ordinary Council meetings on the first and third Monday of each month starting at 7pm.
Greater Dandenong	2 per month	Weekly	Meetings held every Monday night, with four Councillor Briefing Sessions (every Monday) and two Council Meetings (on the second and fourth Monday of the month). On the second and fourth Monday when it is a Council Meeting night the Councillor Briefing Session is only a short meeting to discuss any urgent items or raise any questions relating to items on the Council Meeting Agenda.
Hobsons Bay	2 per month	2 per month	Tuesday evenings
Mitchell	2 per month	2 per month	Ordinary Council meeting on the second and fourth Mondays of the month Strategy meeting (Councillor briefing) on the first and third Monday of the month
Mornington Peninsula	2 per month	2 per month	2 per month (except for January, April, July and December due to school holidays).
Mount Alexander Shire	2 per month	2 per month	Fortnightly meetings 7.30 to 9.00-ish, at times longer. We have briefings on the intervening weeks, 2.00 to 6.00 or 6.30. There is also a pre-council briefing from 6.00 to 7.30 to go through the Council agenda.
Port Phillip	2 per month		Also 1 Statutory Planning Meeting per month
Wellington	2 per month	2 per month	1st Tuesday of the month - Council Meeting at 1.00 p.m. Briefing at 11.00 a.m. 3rd Tuesday of the month - Council meeting at 6.00 p.m. Briefing at 2.30 p.m.
Wollongong	2 per month		

ASSEMBLY OF COUNCILLORS RECORD

Portfolio: Governance – Cr Lyons (Mayor)
Source: Strategy & Performance
General Manager: Dean Frost

Summary

- Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.
- A record of Assembly of Councillors meeting(s) is attached as an Appendix to this report.

Cr Macdonald moved, Cr Ansett seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCILLORS
(Council Meeting 14 July 2015)

Assembly Details	Councillor Attendees	Officer Attendees	Matters Discussed	Conflict of Interest Disclosures
Disability Advisory Committee 15 June 2015	Cr Fisher	K Pritchard (MGR) F Hemingway (MGR) S Muratti (OFF) C Carlyon (OFF)	• Accessible Supermarket Trolleys • Annual DAC Recruitment • Victorian State Disability Plan • Lighting at North Shore Railway Station • TSGI Policy	• Nil
Councillor Briefing 7 July 2015	Crs Ansett, Ellis, Fisher, Harwood, Heagney, Irvine, E Kontelj, S Kontelj, Lyons, Nelson, Richards	K Spiller (Interim CEO) P Bettess (GM) W Tieppo (GM) D Frost (GM) J McMahon (ACT/GM) L Quinn (ACT/GM) R Grant (MGR) S Cavanagh (MGR) P Jane (MGR) A Paterson (Exec Officer – Mayor) R Bourke (CO ORD)	• Contractual Matter (Confidential) • Presentation – Tourism Development Strategy • Geelong Train Stations Local Infrastructure Submission for Panel Hearing (Stage 2) • G21 Regional Tennis Strategy • Local Government Community Satisfaction Survey Results 2015 • Alternate Council Meeting Schedule • Exchange of Land – Peninsula Drive, Drysdale and Murradoc Road, St Leonards • Updated Gifts and Hospitality Council Policy	• Nil.

CLOSE OF MEETING

As there was no further business the meeting closed at 8.06pm. Tuesday, 14 July 2015.

Signed: _____
Chairperson

Date of Confirmation: _____