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CITY COUNCIL

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# TENNIS STRATEGY

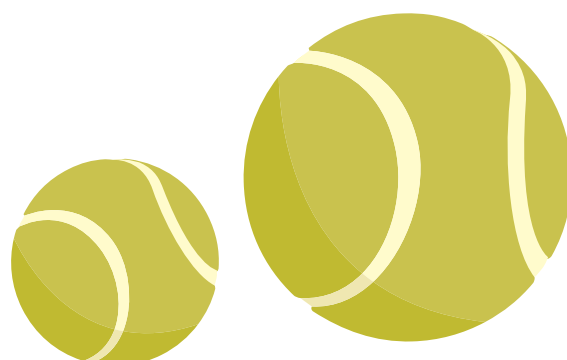






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# EXECUTIVE SUMMARY

## Context

The *Glen Eira Tennis Strategy* provides Council, tennis clubs and the community with a clear understanding of current tennis facilities, participation, trends and challenges. It provides clear and pragmatic actions geared towards improving the long-term sustainability of clubs, increasing participation and creating vibrant local clubs.

Development of the *Glen Eira Tennis Strategy* has included condition audits of all Council tennis facilities, benchmarking with best practice facilities and engagement with the local community, tennis clubs and Tennis Victoria.

The *Strategy* aligns with Tennis Victoria's *Places to Play* vision which seeks to provide a range of opportunities from membership and competition, through to flexible facilities, pay-to-play opportunities and hit-up walls in our parks.

## People/participation

Across organised sport there is a general trend towards casual, occasional and social participation. For traditional membership focused tennis clubs, this requires a shift towards flexible membership models, casual court access and social opportunities.

The promotion of tennis facilities is a key action of the *Strategy*; one that will be collaboratively driven by local clubs, Council and Tennis Victoria. The range of promotion extends from joint marketing events, leveraging Council and Tennis Victoria's media channels and improved club information and signage.

## Facilities/management

The condition of tennis facilities is varied, with a number of them in need of replacement or significant work to bring them to a standard commensurate with community expectations. These shortfalls can limit the ability to run programs, promotions or facilitate other activities. Proposed funding support for capital projects has a priority towards participation, accessibility and community benefit.

Club development will be provided to ensure robust business planning, appropriate governance structures are in place and that commercial arrangements adequately contribute to the long-term financial and infrastructure sustainability.

## Direction/actions

Key actions of this *Strategy* include:

- Explore a funding program for tennis clubs seeking to undertake projects that will improve accessibility, participation and community benefit.
- Ensure tennis facilities are considered as part of future land use planning to ensure broader community benefit and other opportunities.
- Collaborate with Tennis Victoria to promote, develop and support tennis participation in Glen Eira.
- Review the appropriateness and sustainability of clubs governance arrangements and third party commercial arrangements to ensure contributions are appropriate, meet governance requirements and are monitored appropriately.

Implementation of these actions will require ongoing involvement, input and collaboration of local tennis clubs, Tennis Victoria and other key stakeholders.



# I. STRATEGIC CONTEXT

## I.1 Glen Eira City Council

The *Glen Eira Council and Community Plan 2017–2021* sets a vision for the City of Glen Eira and identifies our goals and aspirations for the next four years.

The *Community Plan* is the strategic framework for all Council plans and activities. Relevant themes of the plan include:

- Liveable and well designed — a well planned city that is a great place to be; and
- Safe, healthy and inclusive — a strong and safe community that brings people together and enhances health and wellbeing.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

The aim of the *Tennis Strategy* is to build stronger, accessible and sustainable local clubs.

## I.2 Tennis Victoria

Tennis Victoria's *Places to Play Key Directions 2020* document aims to support the transition of tennis venues into vibrant, social, welcoming, inclusive, innovative, sustainable and customer focused community assets. Helping people to be physically active and socially connected make for stronger communities.

Council supports the *Places to Play* vision which ranges from member-based clubs and competition, through to flexible facilities, hit-up walls and pay-to-play opportunities.

The actions proposed in the *Tennis Strategy* align with Tennis Australia's four key pillars of successful tennis facilities outlined below.

Tennis Australia's Four Pillars of Successful Tennis Venues			
Accessibility	Community benefit	Sustainability	Accountability
<ul style="list-style-type: none"><li>• Provide community access to courts.</li><li>• Offer flexible programs, playing options and scheduling.</li><li>• Provide fair and equitable pricing options.</li></ul>	<ul style="list-style-type: none"><li>• Deliver quality community programs.</li><li>• Engage at all levels and with all sectors of the community.</li><li>• Provide opportunity for social interaction.</li></ul>	<ul style="list-style-type: none"><li>• Implement business model and practices to achieve financial sustainability.</li><li>• Keep well managed and maintained buildings, grounds and court infrastructure.</li><li>• Put plans in place for the future.</li></ul>	<ul style="list-style-type: none"><li>• Deliver and support national programs.</li><li>• Work with the tennis community to deliver agreed outcomes.</li><li>• Report regularly and consistently.</li></ul>



## 2. TENNIS FACILITIES

### 2.1 Distribution of Tennis Facilities

The industry recognised benchmark for the provision of tennis courts is one per 2,000 people. Benchmarking suggests that Glen Eira currently has an oversupply of tennis courts, and there is still expected to be an oversupply of up to four courts in 2026. The current forecast population is 153,232 and this is expected to rise to 180,626 by 2036.

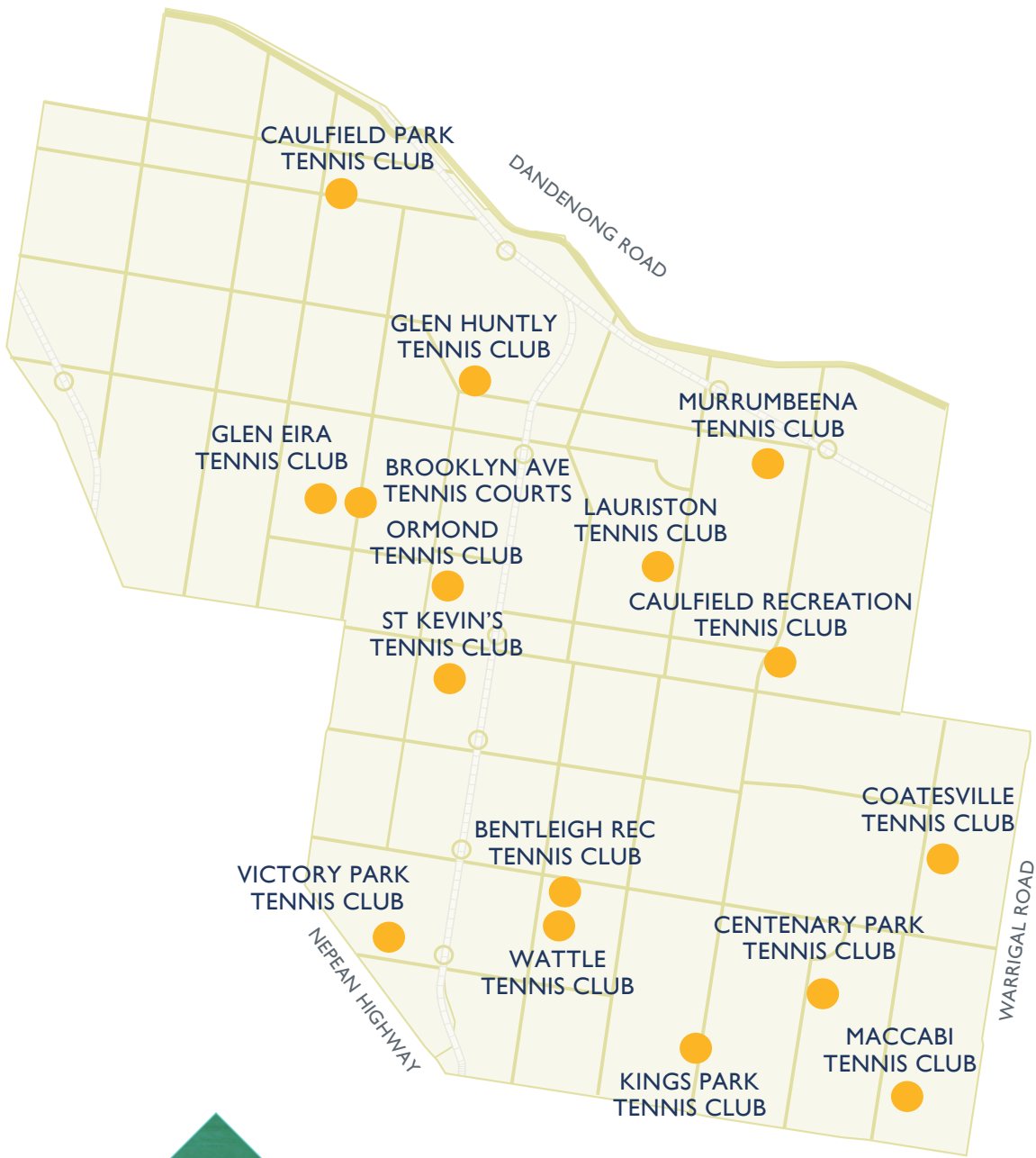
**Table one — distribution by suburb**

Suburb	Courts	Current population (forecast.id)	Population per court
Bentleigh	12	18,226	1,519
Bentleigh East	27	29,423	1,090
Carnegie	8	18,938	2,367
Caulfield	0	6,076	-
Caulfield East/North	5	18,989	3,797
Caulfield South	6	12,691	2,115
Elsternwick/Gardenvale	0	12,327	-
Glen Huntly	4	5,540	1,385
McKinnon	0	6,825	-
Murumbeena	11	10,682	987
Ormond	8	8,932	1,116
St Kilda East	0	4,403	-

The table does not take into account the current availability of the additional 19 courts at churches and privately owned sites. Larger tennis centres located in proximity to municipal boundaries, include Elsternwick Park (eight courts) and Dendy Park (19 courts).



Map one — distribution of Council tennis clubs.



## 2.2 Facility conditions

The condition of all Glen Eira tennis facilities has been audited independently. This included an assessment of court surfaces, fencing, lighting and compliance. In accordance with the current exclusive use leasing arrangements, tenant clubs are responsible for the maintenance of all tennis court and building infrastructure.

The condition of tennis facilities is varied, however generally conditions fall below the standard commensurate with community expectations. This can limit the ability of clubs to facilitate other activities or programs.

### 2.2.1 Court surface condition

There are 67 red porous courts, four clay courts and 10 hard courts. Thirteen clubs exclusively have red porous courts (en tout cas), one club hard court and one clay. Of the 15 club court surfaces, three were rated good or very good condition, nine were moderate, and three were rated poor or very poor. Poor or moderate ratings included uneven surfaces, exposed base material, weeds and/or leaf litter. Red porous courts are both costly and time consuming to maintain and require careful management — however they are a preference of many members.

### 2.2.2 Other court infrastructure

	Good or very good	Moderate	Poor or very poor	Issues
Line marking	2	10	3	Rusted, raised or missing sections of line.
Draining	4	6	5	Blocked pits, covered, leaf litter or missing drains.
Net posts	2	6	7	Leaning, poor base, broken or low nets.
Fencing	7	-	8	Curled mesh, rust, leaning poles, gaps or compromised by trees or shrubs.

### 2.2.3 Court lighting

Glen Eira City Council has 46 tennis courts (out of a total of 81) with lighting. Four locations have no floodlit courts, eight locations have 50 per cent or more of their courts lit and four locations have floodlighting on all courts at that location.

Tennis facility	Number of lit courts
Bentleigh Rec Tennis Club	4/6 courts lit
Brooklyn Avenue — Princes Park (Council)	2/2 courts lit
Caulfield Park Tennis Club	0/5 courts lit
Caulfield Recreation Tennis Club	4/8 courts lit
Centenary Park Tennis Club	4/5 courts lit
Coatesville Tennis Club	4/6 courts lit
Glen Eira Tennis Club	0/4 courts lit
Glen Huntly Tennis Club	4/4 courts lit
Kings Park Tennis Club	8/8 courts lit
Lauriston Tennis Club	4/8 courts lit
Maccabi Tennis Club	4/8 courts lit
Murrumbeena Tennis Club	2/3 courts lit
Ormond Tennis Club	4/5 courts lit
St Kevin's Tennis Club	2/3 courts lit
Victory Park Tennis Club	0/4 courts lit
Wattle Tennis Club	0/2 courts lit



## 2.3 Multi-purpose/hit-up walls

Five multi-purpose/hit-up walls are in parks and reserves in the Glen Eira municipality: Caulfield Park; Booran Reserve; Packer Park; Wattle Grove Reserve; and King George VI Memorial Reserve. Two more hit-up/multi-purpose walls will be installed in the near future at Joyce Park and Bentleigh Hodgson Reserve.



# 3. TENNIS PARTICIPATION

## 3.1 National/State participation

There are no consistent measures of long-term tennis participation in Australia. However, the conclusion from the available Australian Bureau of Statistics, Australian Sports Commission, Roy Morgan market research data and reported club membership numbers indicate a steady decline since 2000.

This is consistent in Victoria where there has been continuous decline in club based memberships since 2006. While many tennis participants no longer join a club via the traditional membership model, their participation may have shifted to casual use, social tennis, in-park hit-up walls or cardio tennis. Unfortunately there are no reliable participation numbers for all these types of uses.

A new affiliation model introduced by Tennis Victoria in 2014–15 captures a broad range of tennis users; not just registered competition players. This includes junior participation programs (*Hot-Shots*), club coaching participants, school programs and social playing members. This data is expected to provide more reliable longitudinal data in the future.

The ‘casualisation’ of organised sport has impacted formal tennis membership; however the sport lends itself to this form of participation given the flexible, innovative opportunities for participation and increasing access to facilities through online and remote booking systems.

Tennis is very much established as a gender-neutral sport with 56 per cent of recorded participants male and 44 per cent female in 2017–18, attracting people of both genders at all stages of their life.

The Sport Australia (Australian Sports Commission) *AusPlay Report* identified the following findings related to tennis for 2017:

### National

- 1.2 million people across Australia played tennis at least once per year.
- Tennis is the second highest participation sport in Australia (that requires fellow participants).
- Tennis is ranked as the fifth most popular club sport (nationally).

### Victoria

- Tennis is the second most popular club sport for adults, and fifth most popular club sport for children in Victoria (third most popular club sport for adults and children combined).
- In Victoria, 5.4 per cent of adults, and 7.5 per cent of children participated in tennis.
- AusPlay data shows 352,631 Victorians participated in tennis.
- Tennis Victoria’s school and primary age participants 160,028.

## 3.2 Local participation

Based on club reported figures in 2017–18, there were 1,946 registered tennis club members in Glen Eira. This is a decrease of 574 members or 29 per cent, compared to 2006.

The conclusion of fewer players can be misleading, as club membership statistics typically are not fully representative of all tennis players. In many instances, membership does not include junior programs, coaching students and casual pay-to-play players.

**Table two — club membership profile for tennis clubs (2006–2017/18)**

<b>Tennis Club</b>	<b>2006</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Change from 2006 to 2017/18</b>
Bentleigh Rec Tennis Club	84	63	88	61	-38%
Caulfield Park Tennis Club	216	97	100	114	-89%
Caulfield Recreation Tennis Club	245	105	80	112	-119%
Centenary Park Tennis Club	120	84	81	106	-13%
Coatesville Tennis Club	230	224	103	240	4%
Glen Eira Tennis Club	263	250	233	166	-58%
Glenhuntly Tennis Club	170	89	74	83	-105%
Kings Park Tennis Club	294	181	162	180	-63%
Lauriston Tennis Club	160	107	111	126	-27%
Maccabi Tennis Club	250	347	342	387	35%
Murrumbeena Tennis Club	117	13	101	111	-5%
Ormond Tennis Club	182	97	114	54	-237%
St Kevin's Tennis Club	59	65	65	80	26%
Victory Park Tennis Club	103	44	61	74	-39%
Wattle Tennis Club	27	54	36	52	48%
<b>TOTALS</b>	<b>2,520</b>	<b>1,820</b>	<b>1,751</b>	<b>1,946</b>	<b>-29%</b>

As noted, the reporting of membership numbers is not a consistent measurement across clubs.



### 3.3 Participation trends

The increasing socialisation of sport is particularly relevant to tennis. That is, a traditional member who played in pennant or competitions may now be participating as a social or casual tennis player. In this instance, the player may not be counted as a member, but may still play regularly.

This is notable as memberships often are the primary revenue source for clubs. Additionally, some membership numbers include social membership, which may be free, or linked to participation programs such as *Hot Shots* where there is minimal income generated by the club in the short-term.

This is consistent with a number of other sports where there is a move away from membership towards casual pay-to-play opportunities (social or competition).

The way clubs have adapted to these changes varies — however, catering to this demographic is important. Technological innovations, such as online booking systems and payment, have been successfully trialled by some clubs in other municipalities.

Over the next 10 years it is assumed that the number of people wanting to participate in tennis in Glen Eira will remain stable. This assumption is based on the long-term trend of declining numbers playing tennis in Victoria but balanced by the growth of the tennis introductory program *Hot Shots* and Glen Eira's projected population growth in the active age demographic of 25–35, to whom social tennis is particularly appealing.







# 4. MANAGEMENT AND LEASING

## 4.1 Current leasing arrangements

Tennis clubs operate under Council's *Community Leases Policy* where Council recognises that clubs originally established the buildings and improvements on the land and that clubs will remain responsible for maintenance, repairs and alterations to buildings and other improvements on the land.

Generally, these ground leases have a term of nine years with a peppercorn fee of \$1 per year. This arrangement is similar to other groups on Council land leases, namely bowling clubs, croquet clubs and scout groups. Clubs are still required to pay Council rates which are partially waived under provisions in the *Cultural and Recreational Lands Act 1963*.

This is based on the principle that they have exclusive use of facilities at a low annual rent and are able to generate income through membership, sponsorship, court hire and paid casual use. Additionally, tennis clubs license commercial coaches, attract school use and can host external competitions.

All current leases require clubs to make courts available for casual hire. The way this is managed varies between clubs and ease of use varies, however public access is limited as the popular times for requested access are typically when the courts are in use by club members, competition or coaches.

## 4.2 Club management and governance

Glen Eira tennis clubs are generally run by volunteer committees with the number of positions, roles and governance structures varying. As noted, there is a shift toward casual and pay-to-play tennis participation and this has an impact on attracting and retaining volunteers.

- Sinking funds — are generally a contribution to long-term capital replacement. Not all clubs contribute to a sinking fund which places additional pressure on finances when either emergency works or significant investment is required.
- Tennis Victoria affiliation — Tennis Victoria drive tennis participation in the state and are able to provide support, knowledge and advice to affiliated clubs. Linked to this would be the ongoing reporting of an Operational Health Check to provide insights on the club's performance or status in key areas. In addition, affiliation ensures clubs have adequate insurance.
- Membership fees — anecdotally the cost of club memberships has not increased over time to reflect operational cost increases (utilities, maintenance, replacement, rates etc.). This is compounded by reduced membership numbers. This then impacts on the desire to raise membership prices in fear of losing members.
- Commercial agreements — club coaches often drive participation, undertake maintenance and play an active role in club functions and daily activity. It is noted that some coaches serve as part of the club committee and decide on their appointment, tenure and fees. There needs to be a clear separation between commercial businesses and community club operations. Just over half of the clubs surveyed had written agreements with their coaches.



**Table 3 — Tennis facility snapshot**

There are 79 tennis courts across 14 sites on Council land in Glen Eira. These are managed by 15 clubs for the benefit of their membership, casual users and the wider community. A further two courts at Princes Park (Brooklyn Avenue) are managed by Glen Eira Leisure for casual use.

Club	Location	Number of courts	Court surface	Courts with lights	Lease footprint (m2)	Casual court hire arrangements
Bentleigh Rec Tennis Club	Bentleigh Hodgson Reserve 1–3 Higgins Road, Bentleigh	6	Red porous	4	3,161	Local shop to collect key
Brooklyn Avenue	Princes Park, Brooklyn Avenue Caulfield South	2	Plexi cushion	2	N/A	Book through Glen Eira Leisure (keys collected from Caulfield Recreation Centre)
Caulfield Park Tennis Club	Caulfield Park 280 Balaclava Road Caulfield North	5	Red porous	0	3,017	Online booking system (through Coach's website) for courts one or two only
Caulfield Recreation Tennis Club	Mallanbool Reserve 255 Murrumbeena Road Murrumbeena	8	Red porous	4	5,481	Call president and they open the courts
Centenary Park Tennis Club	Centenary Park 120 Brady Road, Bentleigh East	5	Red porous	4	2,933	Installing 'Book a court' in 2018
Coatesville Tennis Club	Mackie Road Reserve 29 Orange Street Bentleigh East	6	Red porous	4	3,618	Have to contact club
Glen Eira Tennis Club	Princes Park 277 Bamba Road Caulfield South	4	Red porous	0	2,406	Contact club personnel — via phone or email
Glen Huntly Tennis Club	Glen Huntly Reserve 60 Neerim Road, Glen Huntly	4	Clay	4	2,646	Call a club contact
Kings Park Tennis Club	King George Reserve 70B East Boundary Road Bentleigh East	8	Red porous	8	4,879	Call club mobile phone or online form sends email to court hire co-ordinator
Lauriston Tennis Club	Rosanna Street Reserve 21 Rosanna Street, Carnegie	8	Red porous	4	4,706	Advertised as a private club. Will allow casual court hire on weekday evenings — have to pay extra for lights
Maccabi Tennis Club	Moorleigh Community Village 92 Bignell Road, Bentleigh East	8	Plexi cushion	4	4,752	Call club contact or send email
Murrumbeena Tennis Club	4 Bute Street, Murrumbeena	3	Red porous	2	1,765	Call club contact or send email
Ormond Tennis Club	9 Foch Street, Ormond	5	Red porous	4	3,389	Primarily Wednesday night for non-members. Committee members can be contacted for casual usage, with coin operated lights
St Kevin's Tennis Club	38–62 Glen Orme Avenue Ormond	3	Red porous	2	2,303	Call or email club contact
Victory Park Tennis Club	Victory Park 21 Patterson Road, Bentleigh	4	Red porous	0	2,383	Call or email for casual court hire
Wattle Tennis Club	Bentleigh Hodgson Reserve 1–3 Higgins Road, Bentleigh	2	Red porous	0	996	Have to contact secretary

## 5. ACTION PLAN

The *Action Plan* outlines the tasks and projects to be undertaken and are consistent with Tennis Australia's four key pillars of successful tennis facilities. Council will actively implement and prioritise the actions based on strategic need, opportunity and available resources. The implementation will require the ongoing involvement, input and collaboration of local clubs, Tennis Victoria and other key stakeholders.

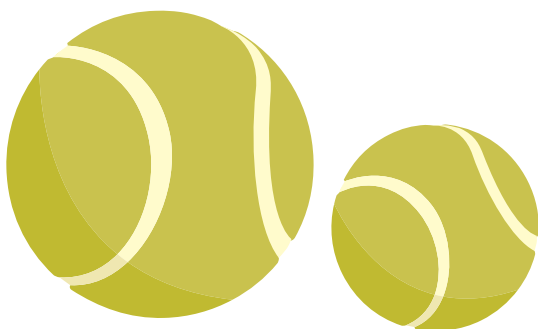
*Action Plan* implementation status will be reported at the annual Glen Eira Tennis Club forum (Action 1.6).

#	Action	How this will be achieved
<b>Accessibility</b>		
1.1	To explore financial assistance for clubs seeking to undertake upgrades that will improve accessibility, participation and community benefit.	<p>Explore the feasibility of establishing an annual Council funding program for facility infrastructure initiatives aimed at increasing participation, facility usage and improving community access. This could include lighting, remote court access systems, court surfaces which could facilitate other uses and similar type projects.</p> <p>The funding assessment criteria will be developed in the future and will have the broad intent of:</p> <ul style="list-style-type: none"> <li>Funding priority towards projects that enhance community access to facilities, creating fit for purpose facilities, improving access for all abilities and creating open and inclusive environments.</li> <li>A focus on upgrades that strengthen a club's home base – improving the amenity for players, support for administrators, volunteers, officials and supporters who collectively transform sport from an activity into a community.</li> <li>An emphasis on facility improvements over like-for-like replacements.</li> </ul> <p>This would be a separate program to the <i>Community Grants Program</i> which is focused towards promotional events, unique competitions and non-capital projects. Clarity will be provided on what types of projects are suitable to each grant program.</p>
1.2	Provide tennis clubs with guidance on how Council can assist to promote their clubs, events and places to play.	Preparation of a communications guide, or similar, which outlines the promotional opportunities available through Council's website, directories and social media channels.
1.3	Develop signage guidelines to assist in the identification and promotion of tennis opportunities.	<p>Review tennis signage to ensure facilities are easy to find and provide relevant contact information with a view to promote tennis clubs and opportunities to play.</p> <p>Signage guidelines would be consistent with the minimal signage that currently exists in open space.</p> <p>Advertising signage, or those promoting a commercial business, will not be considered.</p>
1.4	Improving community opportunities to play tennis at all levels.	<p>Tennis is a sport for all ages, abilities and genders. Making it easy to get a racquet in people's hand and provide physically and economically accessible places to play is a key aim.</p> <p>To achieve this Council will work with clubs to ensure that venues across Glen Eira are open to the community (including non-members) for hire and casual play.</p> <p>In addition Council will continue to explore casual hit-up walls, court space and informal areas in parks and open space.</p>
<b>Community benefit</b>		
1.5	Consider existing tennis facilities in future land use planning to ensure broader community benefit and other opportunities.	<p>Continue to consider the operational aspects, functionality and future provision of tennis facilities within parks and open spaces to achieve the best community outcomes.</p> <p>Involve tennis clubs in land use planning for Council reserves to ensure broader community benefit, opportunity and outcomes.</p> <p>This may see Council directly invest in tennis infrastructure to achieve better open space outcomes – this could include improved park functionality, providing additional activity, creating additional spaces or where there is a benefit in combined facilities.</p>

1.6	Consider funding opportunities available to tennis clubs for participation based programs.	<p>Funding for events and new initiatives which meet the aims of the community grants program and increase community connections, such as tennis open days and activities that promote inclusion may be funded through Council's <i>Community Grants Program</i>. Court infrastructure upgrades, maintenance and operational costs are not eligible. (see Action 1.1).</p> <p>Guidelines outlining the types of programs/events that could be funded for tennis clubs (and other sporting clubs) could be included in <i>Community Grants Program</i> details or as a separate 'sports specific' appendix.</p> <p>Clubs will be provided with opportunities to attend community grant briefings and discuss possible applications prior to the next round of funding in March 2019.</p>
1.7	Council to host an annual <i>Tennis Club Forum</i> for Glen Eira clubs in partnership with Tennis Victoria.	<p>Council and Tennis Victoria to facilitate an annual <i>Tennis Club Forum</i>.</p> <p>Forums will focus on building and sharing knowledge and providing updates on the Tennis Strategy implementation.</p>
1.8	Tennis Club Liaison Officer.	Establish a club contact from Council's Recreation and Open Space department for non-lease matters, such as club development, promotional assistance and general enquiries.
<b>Sustainability</b>		
1.9	Incorporate tennis facilities into the planning for leisure, sport and recreational needs of the current and future community.	<p>The need for well-planned and pragmatic open space infrastructure is essential to meet our growing and changing demographic.</p> <p>This could include the potential of shared facilities to maximise use, consolidation of underutilised facilities and/or the provision of publicly accessible courts.</p> <p>Tennis facilities will continue to be incorporated in open space developments such as multi-use spaces or hit-up walls where appropriate.</p>
1.10	Explore planning permit exemption for tennis related projects which have a community benefit.	<p>Seek formal advice regarding what types of projects could gain planning exemptions under <i>Planning Scheme Clause 62.02-1</i>.</p> <p>Planning permits ensure that developments are safe, meet statutory requirements, and contribute to the overall character of the area.</p> <p>As per lease conditions, clubs are required to gain landlord consent for projects that change the existing nature, use or character of a facility. This ensures that works are appropriate, suitable and considered from an open space planning context.</p>
1.11	Review the existing partial rate waivers applied to tennis facilities under the <i>Cultural and Recreational Lands Act 1963</i> .	<p>Seek formal advice and prepare a report for Council to consider a revised waiver schedule, outlining the financial implications, related issues and implementation process.</p> <p>The <i>Cultural and Recreational Lands Act 1963</i> (CRLA) was enacted to provide a rating regime for properties that promote cultural, sporting, recreational or similar facilities for community benefit — such as tennis facilities.</p> <p>A CRLA waiver allows recognition for an appropriate level rating for properties which are used primarily for cultural or recreational purposes. The partial rates waiver amount is determined by Council in accordance with the CRLA. Eligibility would need to be based on any requirements in the Act and other Council conditions such as:</p> <ul style="list-style-type: none"> <li>• providing accessible courts;</li> <li>• not for venues with Liquor Licences; and</li> <li>• not for non-tennis related commercial activity.</li> </ul> <p>Clubs or groups that have a component of their assessment outside this purpose will be rated separately and are not subject to the provisions of the partial waiver.</p>
1.12	Ensure clubs have adequate sinking funds for large capital renewals and/or upgrades.	<p>In partnership with Tennis Victoria, Council will aim to:</p> <ul style="list-style-type: none"> <li>• educate clubs on the need for sinking funds;</li> <li>• provide advice on appropriate levels of contribution; and</li> <li>• assist clubs to generate operational capacity.</li> </ul> <p>Reporting requirements currently form part of club leasing requirements. This will be investigated as part of Action 1.15.</p>



1.13	Explore alternative management models for tennis facilities on a case-by-case basis.	<p>In collaboration with clubs and Tennis Victoria, Council will explore a range of facility management options aimed at providing sustainable, accessible and appropriate facilities.</p> <p>This could include facilities with shared community spaces or complimentary Council/community services, a Council managed venue, commercial leases or a hybrid model.</p> <p>Review and amend the scope of the <i>Glen Eira City Council Community Sport — Management of Grounds Policy</i> to include tennis facilities.</p> <p>This process will be site specific and could be initiated when:</p> <ul style="list-style-type: none"> <li>• a lease is due for renewal;</li> <li>• on request of club or Council;</li> <li>• a club is not sustainable;</li> <li>• part of an open space planning process; or</li> <li>• if a facility becomes vacant.</li> </ul>
1.14	Collaborate with Tennis Victoria staff and programs to promote, develop and support tennis participation.	<p>Partner with Tennis Victoria through its participation leader officers to provide program support, outline participation opportunities and support club development.</p> <p>This will help Glen Eira clubs to grow the game and ensure management, programs and project models are viable and sustainable.</p>
<b>Accountability</b>		
1.15	Leasing arrangements.	<p>Incorporate tennis facilities into a review of Council's <i>Community Lease Policy</i>. The review will examine the appropriateness of leasing arrangements including:</p> <ul style="list-style-type: none"> <li>• the length of leases;</li> <li>• current peppercorn lease arrangements;</li> <li>• the requirement of clubs to be affiliated to Tennis Victoria;</li> <li>• The requirement of head tennis coaches to hold either a Level 1 (junior development), Level 2 (club professional) or level 3 (high performance) Tennis Australia official coaching qualification along with holding an active annual membership to Tennis Australia Coach Membership. This helps ensure coaches at affiliated tennis venues are accessing national tennis programs and support, covered for relevant insurances, and have been screened annually for compliance with a working with children check, police check and first aid qualification.</li> <li>• insurance requirements; and</li> <li>• in accordance with Tennis Victoria's guidelines, coaches and immediate family members and partners are not eligible to hold executive positions on the club's committee or hold voting rights, as this presents a conflict of interest.</li> </ul> <p>This will also review the annual reporting requirements for clubs and ensure clubs continue to be accessible for non-members.</p>
1.16	Review club third party commercial arrangements and governance arrangements of clubs.	<p>Review the appropriateness of third party commercial arrangements at tennis facilities.</p> <p>It is acknowledged that tennis club coaches operate commercial businesses. Unique to tennis clubs they also may drive participation, manage court access and contribute to the maintenance of the facilities for the benefit of the wider club membership and community.</p> <p>The intention is to ensure that these contributions are appropriate, meet governance requirements and are monitored appropriately.</p>







GLEN EIRA  
CITY COUNCIL

## Glen Eira City Council

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