

FRANKSTON CITY TENNIS ACTION PLAN 2021



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1. Executive Summary



1. EXECUTIVE SUMMARY

Aiming to be the Lifestyle Capital of Victoria, Council has a role in supporting the community to be healthy and active. Tennis has traditionally been a high participation sport and evidence suggests that tennis remains a relevant and important vehicle for active and healthy lifestyles in Frankston City.

The sport of tennis has been impacted by changes in the way people want to play and access tennis and the growing expectation for high standard professional facilities.

Tennis Clubs and facilities need to become adaptable and accommodating towards these changes, ensuring they remain at the forefront of the community and continue to support active and health lifestyles. The vision is for:

‘An active Frankston Community underpinned by a suite of foundation sports that provide welcoming environments and a mix of facilities that enables high quality, diverse and flexible participation options’

This action plan outlines the path to this vision with three priority areas:

- 1** Reposition the tennis facility mix to align with future needs and demands.
- 2** Grow club capacity to improve operations and venue sustainability.
- 3** Support facility provision and renewal

The key directions stemming from these three priority areas include:

- Adopt a facility hierarchy and realign the tennis facility mix.
- Develop tennis facilities as flexible use facilities.
- Digitise promotion of club tennis participation options to the community.
- Support shared approach to promotion and resourcing of governance / management.
- Implement a club strength assessment matrix to determine where support is needed.
- Review facility leases and club governance models.
- Plan for and support facility renewal and upgrades and decommissioning existing facilities as required.

A number of individual facility recommendations have been made to ensure a sustainable balance of facilities within the municipality. Key to these recommendations is a reduction in courts from 78 to 70 (or 64 dedicated tennis courts if the multipurpose courts are discounted) meeting recommended ratios for courts to participants recommended for viability.

An implementation plan has also been developed recommending an investment of ~\$15,473,017 across the next ten years.



2. Introduction



2. INTRODUCTION

2.1 Tennis Action Plan Purpose

With aspiration to be the Lifestyle Capital of Victoria, Frankston Council works to support its community to be active, healthy and socially connected. Council encourages and supports a variety of sport, recreation and leisure participation opportunities to meet and exceed this aspiration.

Tennis is recognised in Council's Sports Development Plan as one of the nine most popular sports in the municipality. With changes to sporting participation trends and aging tennis infrastructure, the Frankston City Tennis Action Plan is needed to ensure that tennis facilities and programs meet the needs of the Frankston City Community and support an active community now and into the future.



The key objectives of the Tennis Action Plan are to:

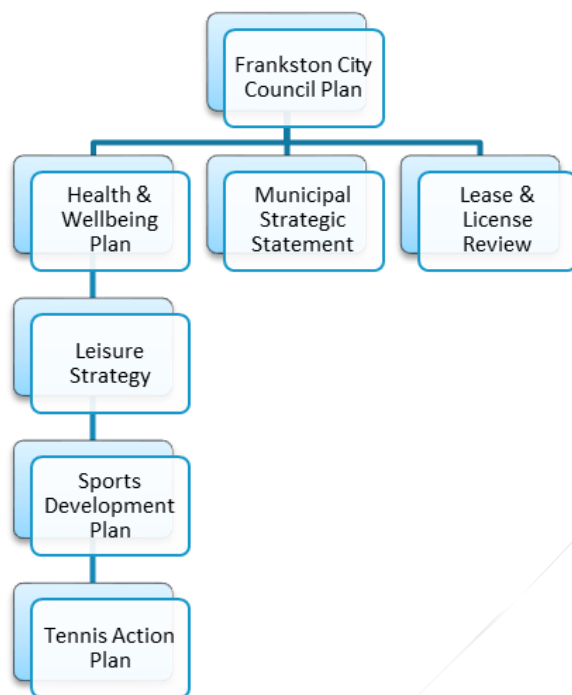
- Guide future use and development of tennis facilities;
- Engage with residents and key stakeholders;
- Guide decision making and planned expenditure on tennis facilities in line with the Long term Infrastructure Plan (LTIP) and fit for purpose assessments;
- Bring the tennis community including clubs and peak tennis sporting bodies together to ensure sustainable participation and improve delivery of the sport across the municipality.

2.2 Project Study Area

This project will review the provision of tennis within the Frankston municipality with actions focussed on Frankston City facilities and clubs, with consideration to neighbouring municipalities and tennis across metro Melbourne, Victoria and nationally.

2.3 Strategic Context

This action plan sits in a hierarchy of documents as shown:



The Tennis Action Plan will also be informed by Tennis Australia's infrastructure planning guides.

2.4 Key Stakeholders

2.4.1 Tennis Australia



2.4.2 Tennis Victoria



2.4.3 Peninsula Tennis Association



2.4.4. Frankston City Tennis Clubs

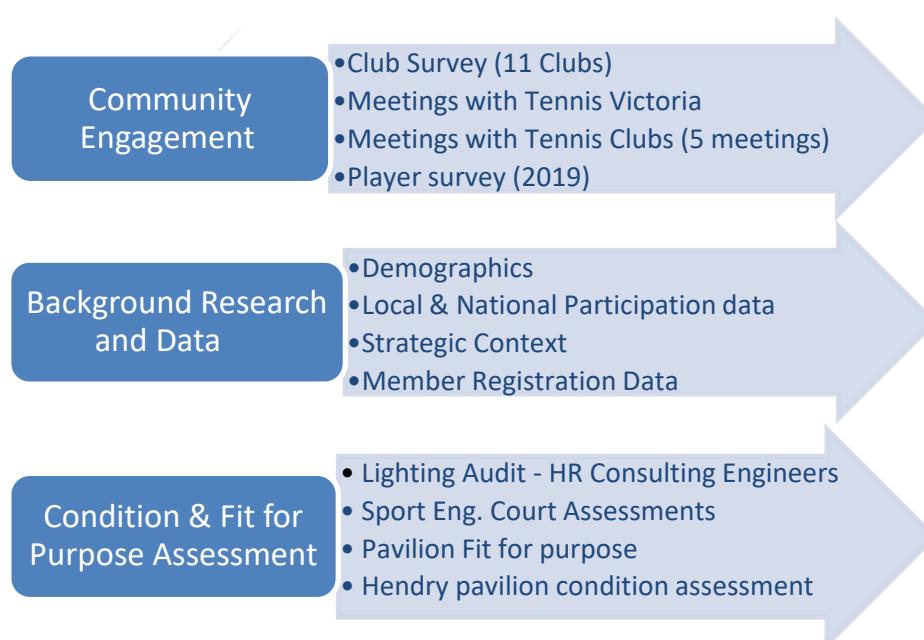


Baxter Tennis Club (dissolved)	
Belvedere Tennis Club	
Bruce Park Tennis Club	
Carrum Downs Tennis Club	
Kananook Tennis Club	
Langwarrin Tennis Club	
Long Island Tennis Club	
North Seaford Tennis Club	
Overport Park Tennis Club	
Yamala Tennis Club	
*Frankston Centenary Tennis Club	

* Amalgamation of Frankston East Tennis Club and Frankston Tennis Club

2.5 Methodology

This action plan draws on the following key inputs:



3. The Changing Context of Tennis



3 The Changing Context of Tennis

3.1 Impact of COVID-19

COVID – 19 has had unprecedented impacts on all sport including tennis. The long terms impacts are not yet apparent whilst restrictions continue to come and go. Interestingly, Tennis Australia reported in 2020, that of the **173** tennis venues that were using the Book a Court system (a system allowing for casual access) for more than 12 months, showed bookings across Australia **more than doubled** from **10,912 in May 2019 to 22,569 in May 2020**.

(<https://www.tennis.com.au/news/2020/06/27/australians-enjoy-safe-play-as-they-hit-tennis-courts-in-record-numbers>).

If social distancing measures remain a long term requirement in our communities, tennis may continue to grow as a sport that can be safely played with these measures in place. At its most positive, it could be hoped that before all social distancing is relaxed, a number of new players may be introduced to the game and continue to play even after other sport safely resumes.

Given these positive statistics, this report will conservatively consider the likelihood of tennis participation keeping to a similar trajectory as prior to COVID-19, even once the situation normalises.

3.2 The Broader Story

In line with broad leisure trends, people have been changing the way they access tennis.

Traditionally tennis has been an accessible club sport with very low membership fees compared to other sports. It was predominantly played during the day both mid-week and on the weekends. Club volunteers have been responsible for maintenance and upgrades to facilities.

Today people want to **play and access tennis differently**.

With access to a greater number of activities than ever before and longer working hours, many people are time poor. This has seen the reduction in club volunteerism and an increase in the popularity of night competitions and casual tennis.

There is a growing preference for the “pay for play” model of tennis where players pay casually to play the game and get access to courts at a time that suits them, and are not locked into memberships.



In many areas, the quality of infrastructure has decreased with the Clubs having less cash reserves for capital and maintenance works. However, people's expectations for quality recreational facilities is increasing, with potential players making decisions about where they play or if they play based on the standard of facilities provided.

Clubs across the state have traditionally been responsible for the management and upkeep of the facilities via lease arrangements with land owners, however, Clubs have been increasingly unable to meet their maintenance obligations. With the risk of poorly maintained facilities resting in considerable part with the landowner, many Councils have been assisting Clubs with necessary maintenance and upgrade works.

For a sport that charges so little to play all year round, the reliance on volunteers to run the Clubs is

essential. With reduced leisure time and increased responsibilities on volunteers, many Clubs struggle to attract and retain committee members and volunteers to help out on competition days and throughout tournaments. This has resulted in Clubs not moving forward to address the changing needs of the tennis consumer and continuing to provide an outdated format and in some cases, within poorly maintained facilities.

Despite this, tennis is, and continues to be, one of the most popular participation sports in Australia for men, women and children. AUSPLAY data reveals tennis to be the fifth most popular club sport for adults and children ahead of cricket, basketball and athletics with an estimated 628,434 participants nationally (or 2.5 percent of the population). (Tennis State of Play Report, Sport Australia 2019 pg. 10)

Tennis Victoria and Tennis Australia have been aware of the issues that have been facing all tennis stakeholders including the Clubs, the players and the landowners. As a result, the state and national associations working in partnership with the stakeholders have made a number of changes responding to the changing landscape of tennis in Victoria and Australia wide.

3.3 The Local Story

Frankston City currently has 10 tennis clubs (11 tennis facilities) of varying size, composition and localities. Frankston Tennis Club, recently amalgamated with Frankston East Tennis Club, was the city's oldest tennis club at 128 years of age.

Council has in the past been involved in the provision of tennis club facilities, along with many other sporting facilities for the community by providing land on which the facility is located. In many cases, Clubs built the facilities using volunteer labour and donated materials from their members and the community. Clubs operate under lease agreements with Council and are responsible for maintenance and upgrades as outlined in their lease schedules.



3.3.1 Facility Governance

All tennis facilities within Frankston City, with the exception of Baxter Park, are managed by clubs either through a standard lease agreement with Council on free hold land or through a Crown Land lease pursuant to a s.17D of the Crown Land Reserves Act 1978.

Similar to other Councils, leased facilities have been seen as exclusive use facilities that have been the responsibility of the clubs to manage. As a result, and until recently, few resources have been invested by Council into their ongoing support and management.

With increased player expectations and sporting code requirements for facilities concurrent with declining volunteerism in traditional club structures, this approach is less manageable and can result in poor maintenance of facilities over time.

Some clubs take on the responsibility of managing, maintaining and planning for future capital

improvements themselves by fundraising and building sinking funds for these works. Other clubs pay their day to day costs but do not expend funds on maintenance or capital improvements.

Some facilities therefore are now aged and suffering from a lack of maintenance and renewal due to inaction over a number of years or reaching the end of their usable life. Many court surfaces are in a poor state requiring significant expenditure. Council is increasingly called upon to support capital upgrades and significant maintenance requirements.

The directions of this action plan need to give consideration to how maintenance is managed consistently and referred to in renewed lease and licence agreements going forward.

3.3.2 Club Membership

Clubs continue to be integral to the life of Frankston City tennis venues and **memberships are often the primary revenue source for clubs.**

With a move away from formal membership models towards casual pay for play, flexible membership options and night social tennis, traditional tennis club membership is reported to be trending downwards even whilst overall participation is shown to be maintained or increasing.

To ensure their ongoing viability, **Clubs need to meet this changing demand for how tennis is accessed and prosper with it.** The offering of diversified membership options is an

opportunity for clubs to increase their revenue whilst meeting the needs of tennis consumers.



3.3.3 Club Coach Partnerships

90% of clubs (9 from 10) use a **professional and qualified Tennis Coach** to conduct coaching activities in Frankston City.

A professional and effective coach is often the most important asset for a tennis club. The coach is a marketing, promotion and communication asset for the club. Beyond the traditional skills teaching role, coaches are promoters of the game, club capacity builders, tennis retail and repair professionals and program and facility managers. They are often responsible for introducing new generations to participate in tennis through in-school coaching and other junior introduction programs. The relationship between the club and coach is therefore of great importance.

Fees charged by tennis clubs to coaching businesses vary within Frankston City.

Some clubs do not charge their resident coach any facility usage fees.

With an expectation of greater public funding invested into upgraded and redeveloped tennis facilities, a private business operating out of public facilities needs to be charged an appropriate fee for use that supports ongoing viability of the facility.

45% of coaches within the municipality do not operate in the boundaries of a written contract, either as contractor or employee.

A formal agreement between the club and coach sets expectations for costs, service targets and processes that serve to protect both parties.



4. Current State of Tennis



4 Current State of Tennis

4.1 Participation

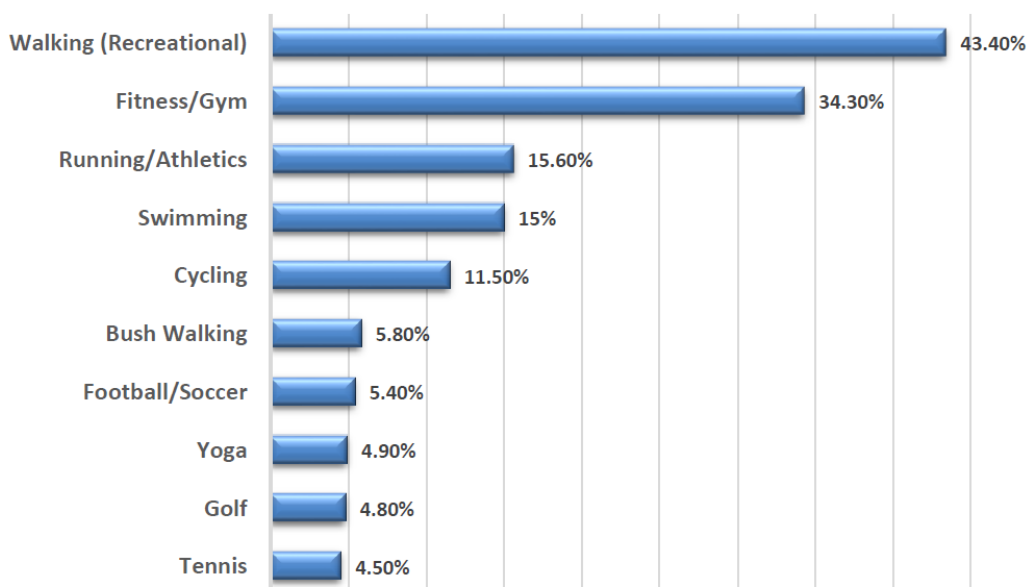
4.1.1 Tennis participation nationally

Tennis remains one of the most popular participation sports in Australia for men, women and children.
(SportAus Ausplay 2015-2019)

FIFTH most popular club sport nationally (ahead of basketball, cricket and swimming)



TENTH most popular physical activity nationally

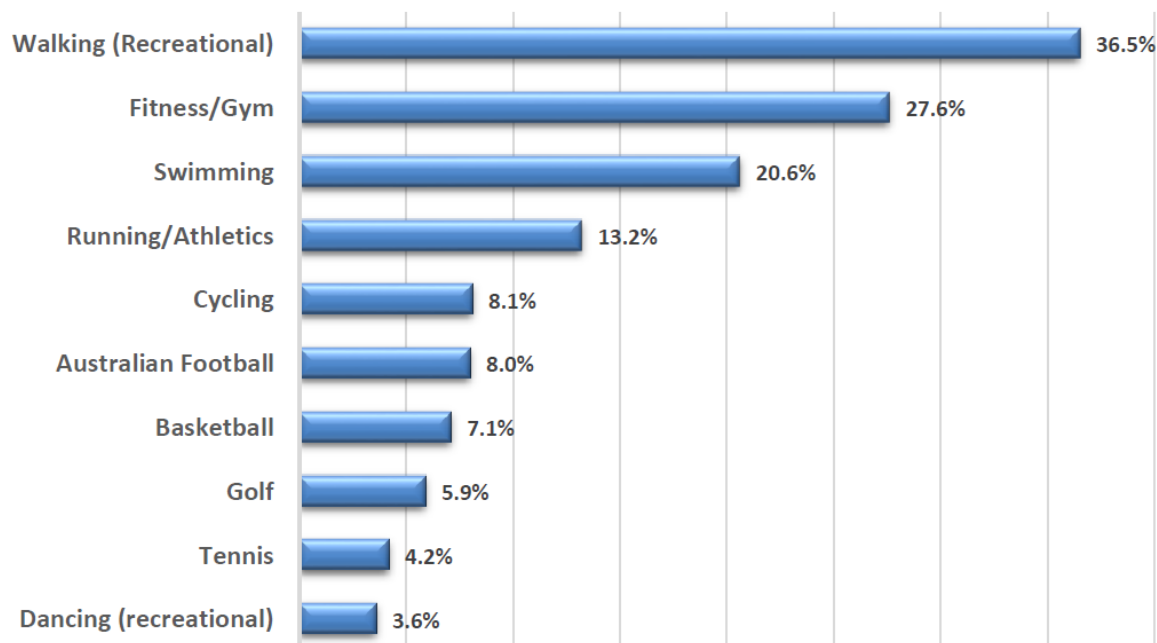


Sample count is greater or equal to 10. For sample counts less than 10 estimate has a high related margin of error and is considered to unreliable to report

(Focus on State and Territory Participation, SportAus Ausplay, 2020)

4.1.2 Tennis participation in Frankston City

Tennis is the **5th** most popular club sport and the **9th** most popular physical activity for adults in Frankston City. (Focus on State and Territory Participation, SportAus AusPlay, 2020)



Based on respondents who provided a valid postcode and therefore overall state results may not match other parts of this report.

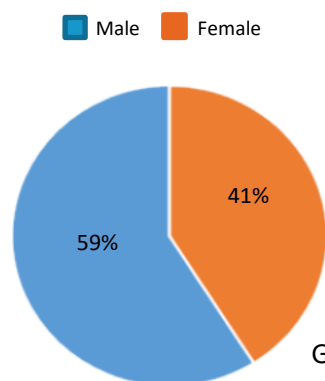
Sample count is greater or equal to 10. For sample counts less than 10 estimate has a high related margin of error and is considered to unreliable to report

There were **2152 regular tennis participants** across 12 Frankston Tennis Clubs in 2018/19

31 percent are junior participants under the age of 18. The strongest junior participation comes predominantly from Overport Park, Frankston and Bruce Park Tennis Clubs. This is important as sport growth relies on junior player engagement and participation.

Tennis is a sport that can be played by all age groups however, and has shown the strongest participation rates by people over the age of 50 in the Frankston community.

Tennis has a strong gender participation balance in Frankston City.

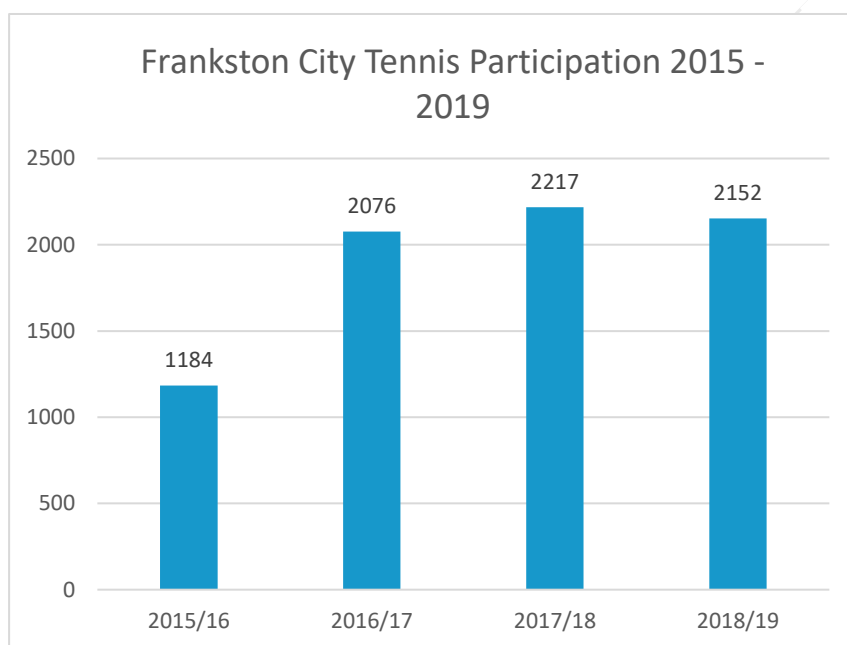


41 percent female tennis participants in Frankston City

59 percent male tennis participants

This is consistent with state statics, where 43% percent of participants across Victoria are female and 57% percent are male.
(Tennis State of Play Report SportAus Ausplay 2019)

Greater female participation is in the 35 and over age group category in Frankston



In the past, participant numbers have been collected by Tennis Victoria using club members as the measure of total participation. It did not account for participants of programs, casual tennis, social competition and tournaments. Attempts have been made to demonstrate broader participation rather than just club membership, however it has been predominantly reliant on club volunteers entering and uploading all the correct data to Tennis Victoria.

Participation from 2015 to 2019 is shown in the graph above, and likely represents club members and coaching participants only.

To address this gap, Tennis Victoria met with each Frankston City based club in June 2021, and determined that there were approx. 163,000 annual visits across Frankston venues in 2021/21.

4.1.3 Court to Participant ratio and participation benchmarks

Industry benchmarks indicate that more successful clubs have a ratio of **20 participants** for every unlit tennis court and a ratio of **30 participants** for every lit tennis court. The club member and coaching participant data graph above was used to determine that:

4 clubs in Frankston City **meet or exceed the participants** per court ratio recommended for successful clubs.

7 Clubs in Frankston City **do not meet the participants** per court ratio recommended for successful clubs.

The new data based on annual visits also showed Frankston City Clubs sitting below benchmarking standards, with no club obtaining a court to participant ratio that was above the benchmark of 2950 annual visits per court. Although it is likely that further refinements will need to be made to ensure that this data is consistent in the way that it is collected by clubs, Tennis Victoria notes that to grow participation is a critical requirement for Frankston City Clubs.

4.1.4 Ongoing and future tennis participation demand

Latent demand:

1.5% of the Frankston City population participate in tennis.

2.5% percent of the national population participate in tennis

= potential latent demand in Frankston City of **1% or 1,341 people** (based on 2016 population

- Tennis Australia states that latent demand to participate in tennis is much higher. “An additional six percent of the population who aren’t currently playing are interested in playing tennis. Interest to play is consistently high across both genders and ages and life stages” (Tennis 2020).
- Whilst within Frankston City, a 2018 survey showed 9.1% percent of respondents who didn’t already play tennis were interested to do so in the future.

Other demand drivers:

- Frankston City population of 134,143 (2016) is expected to increase to 163,610 by 2041 increasing potential demand for tennis facilities further.
- Approximately **44.8** percent of the Frankston City population fit into 5-40 years old age category (2016) and are **twice** as likely to use leisure and recreation facilities as people over the age of 40.

Suburbs with the highest number of the population in the active age groups between 5-40 years do not correlate strongly with tennis participation catchments as shown below:

High population in 5 to 40 year age category

Langwarrin

Carrum Downs

Frankston South

Seaford

Suburbs with the highest anticipated percentage of increase in the active age groups between 5-40 years (based on 2041 projections):

Most population growth in 5 to 40 year age category

Frankston Central

Seaford

Frankston South

(based on 2041 projections):

The strongest participation for tennis in Frankston City is currently in Frankston and Frankston South. Participation in Seaford and Carrum Downs is not as strong, despite these suburbs also having high levels of population in the active age groups. This represents opportunity for further growth in these suburbs and a review of the facility mix to ensure it is meeting the needs of the community.

4.1.5 Why People Play Tennis

The top reason people play tennis in Frankston City is:
for fitness 35.5% followed by **being with friends 29%**.

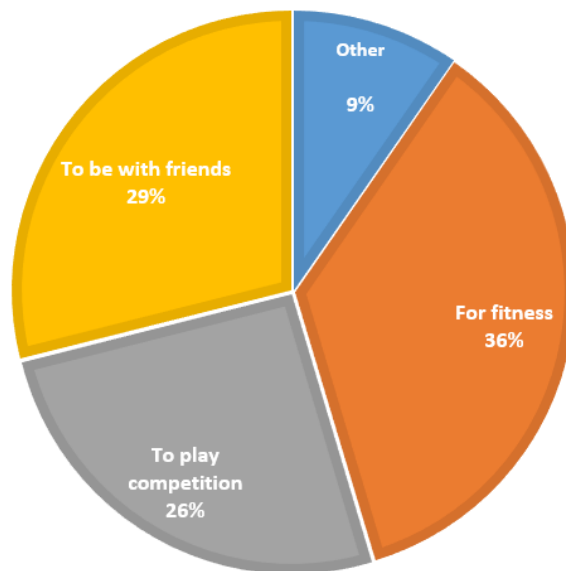
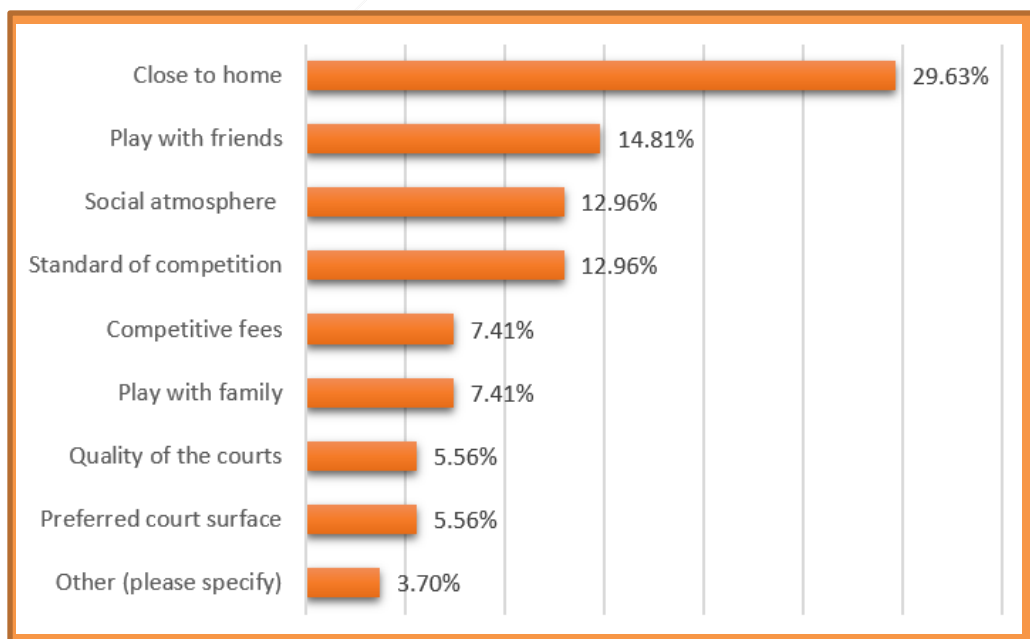


Chart: reasons People play tennis (2019 Frankston City Player Survey)

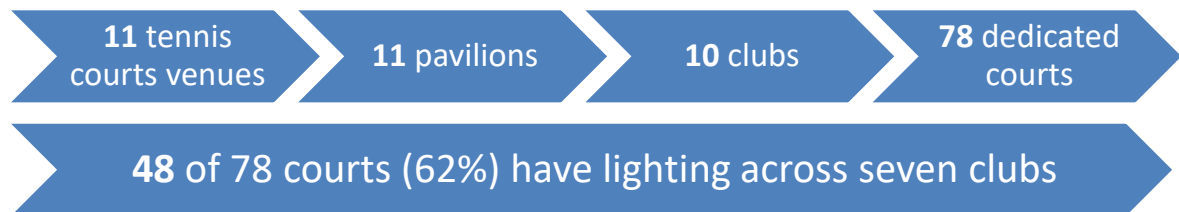
The top reason for club members choosing the location of their club was:
close to home at 29.6% followed by **playing with friends at 14.8%**.



4.2 Facilities Overview

4.2.1 Tennis venues

Tennis facilities are located across all suburbs of Frankston City, with the exception of Skye and Langwarrin South. A further three courts are located within the Sandhurst Club for current residents and club members, and as such, are considered out-of-scope for this action plan.



4.2.2 Tennis Lighting

Court lighting improves the courts usability and the capacity to accommodate:

- evening competitions;
- coaching programs;
- casual and social play where players want to access courts at a time that suits them.



- **7 out of 11** tennis facilities in Frankston City have **court lighting**
- **48 courts** in Frankston City have installed **floodlighting**
- **30 courts** have **no lighting** at all.

Of the 48 lit courts, only 38% fully comply with lighting standards for Club Competition.
A further 13% meet or exceed the Recreational and Residential Standards.

All new installations should exceed the Club Competition standards of 350 lux within a principle playing area and an average of 250 lux for the total playing area to allow for lamp and material depreciation. Along with new floodlighting installations, all existing lighting upgrades should be LED to improve on energy and cost efficiencies.

4.2.3 Court Surface

Red porous is the most common and most popular surface for tennis courts in Frankston City

	Red Porous (en-tout-cas) No. of courts - 38 % of courts - 48.7% % identified as preferred surface - 59% (see notes below)
	Acrylic No. of courts - 31 % of courts - 39.7% % identified as preferred surface - 12% (see notes below)
	Synthetic Clay No. of Courts - 7 % of courts - 8.9% % identified as preferred surface - 2.6%
	Synthetic Grass No. of Courts - 2 % of courts - 2.6% % identified as preferred surface - 29%

Red Porous (en-tout-cas):

Requires additional maintenance compared to other surfaces given the volume of water required for upkeep, however are considered the traditional surface of tennis within Australia and continue to be supported by both governing bodies.

Acrylic:

Many courts were redeveloped into hard surface courts during the recent ten year drought minimising maintenance regimes which is particularly important with declining volunteerism and public access pay for play courts.

Tennis Australia recommend surfaces based on the International Tennis Federation (ITF) surface code of acrylic, clay or grass to further support player development. The 13 court facility at Centenary Park has been reconstructed with all acrylic plexi-cushioned hard-courts. This will support casual access, lower maintenance regimes and have greater appeal to younger players.

4.2.4 Court Compliance

Court compliance refers to the ability of court dimensions, run-backs and side-runs to meet standards for international and recreational play. This compliance has implications for both player safety and the level of competition allowed to be played on the court.

34 of 78 courts (38.5%) are **compliant with the current ITF requirements, covering court dimensions, run-backs and side-runs for international and recreational play.**

38 of 78 courts (47.2%) are deemed **compliant within the **Fit for Purpose Limits** (FFP), which is considered appropriate by the ITF for older courts with outdated standards.**

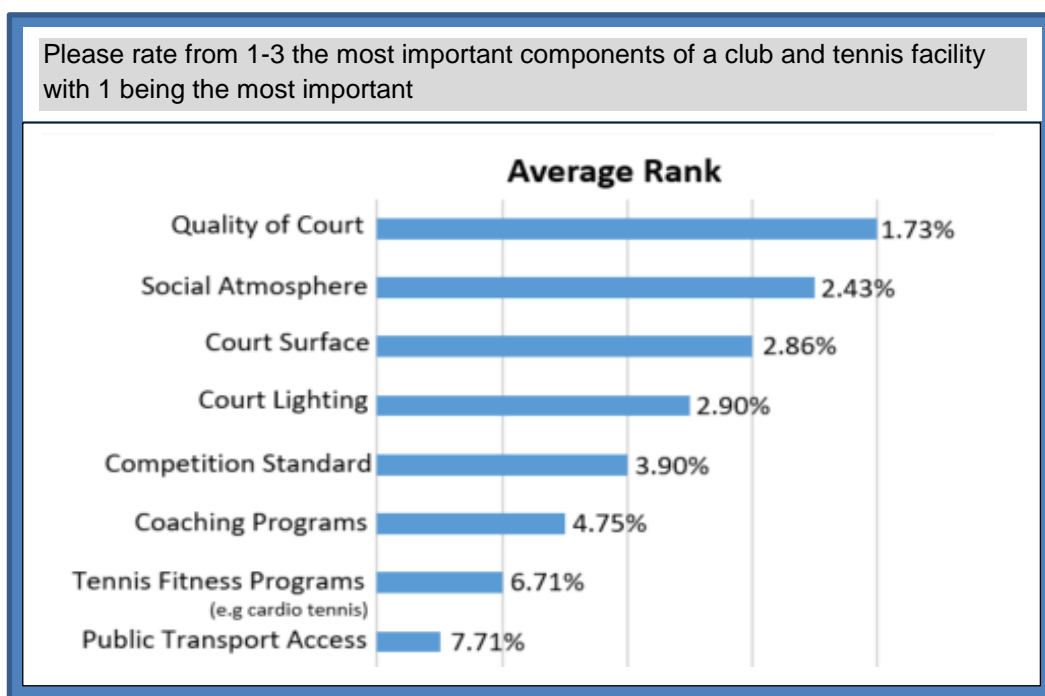
40 of 78 courts (14.1%), are **non-compliant with either standards and should only be used for coaching, social use and low level competition**

Meeting court compliance requirements needs to be a consideration in any court redevelopments or upgrades undertaken.



4.2.5 Court and facility Condition

Quality of courts was ranked the most important component of a club and tennis facility, whilst being close to home and the ability to play with friends were the top reasons for choice of club location (2019 Frankston City Player survey).



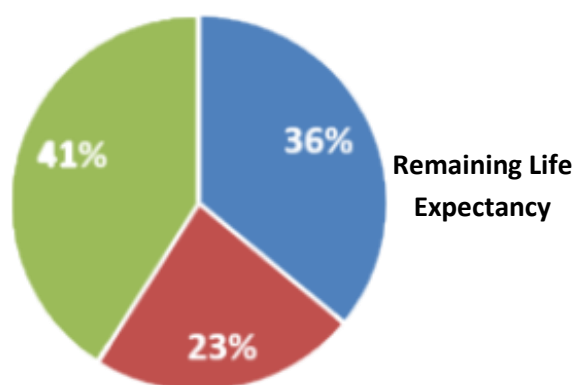
A condition assessment was completed of the courts and supporting infrastructure, reviewing the following elements:



36 percent of courts were shown to be near the end of their life expectancy and needing fairly immediate works to address their ongoing playability as demonstrated in the chart below:

Overall Score	Number of Courts
1 – 3 years	28
4 – 6 years	18
7 – 10 years	32

- 1 – 3 years
- 4 – 6 years
- 7 – 10 years



5. Analysis of Tennis in Frankston City

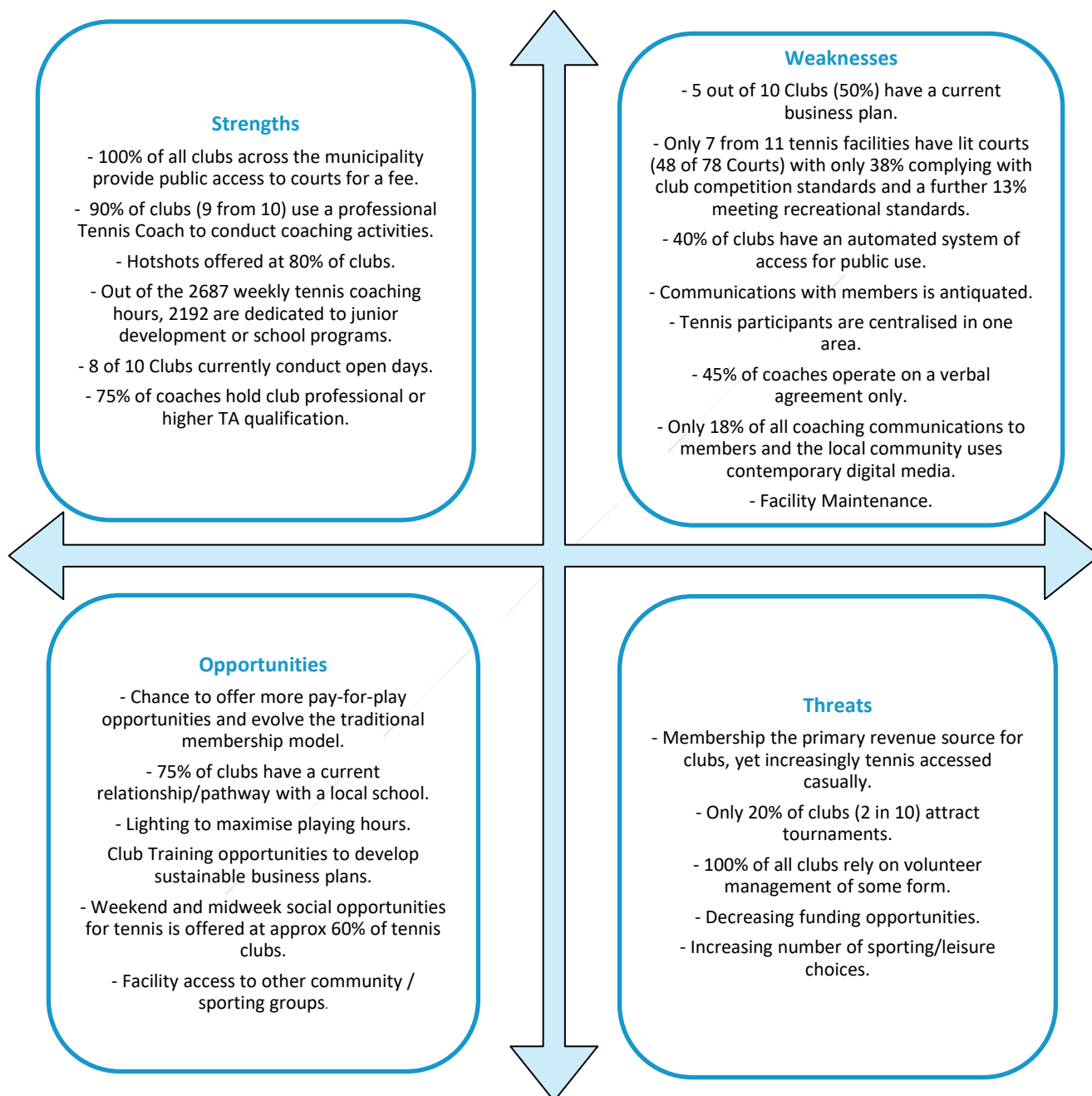


5 ANALYSIS OF TENNIS IN FRANKSTON CITY

5.1 SWOT ANALYSIS

Analysis of Strengths, Weaknesses, Opportunities, Threats (SWOT)

Based on the collective findings of the Frankston City Tennis Club survey, and other key stakeholder consultations the following Strength, Weakness, Opportunities and Threats (**SWOT**) model has been developed.



5.2 The Future of Tennis

The sport of tennis is being impacted by declining volunteerism, changes in the way people want to play and access tennis, aging facilities that are unsustainable under traditional management practices, reduced membership numbers and the growing community expectation for high standard professional facilities.

With large numbers of tennis courts across the municipality in need of significant capital investment to rejuvenate them and bring them up to standard, what is the future of tennis in Frankston City?

Evidence would suggest that tennis remains a relevant and important vehicle for active and healthy lifestyles in Frankston City.

Tennis is still one of the most popular participation sports undertaken nationally and in Frankston City. Unlike other traditional sports such as cricket and AFL, tennis has long held a strong gender participation balance and many players over the age of fifty continue to enjoy and play the game in Frankston City.

Interest in the sport at the elite level remains strong with increasing numbers of viewership / spectators at the Australian Open each year. The 2020 Australian Open had over 812,000 attendees at Melbourne Park surpassing the previous attendance record of 796,435 set in 2019. Across the Australian Open, a total of 12.88 million Australians tuned into the television broadcast. (Like all professional sporting codes, Tennis will be forced to look at how the Australian Open navigates the impacts of COVID-19 and subsequent restrictions on crowds). If tennis can keep up with the changes to how people wish to

access the sport, interest in tennis continues to be high.

In recent years, the state and national peak bodies for tennis, Tennis Victoria and Tennis Australia, have been pro-active in supporting clubs and venues to implement change and new initiatives to keep pace with grass roots tennis participation.

Under Tennis Victoria's new Thriving Tennis Communities framework, Tennis Victoria is supporting club planning. Data collection and club health assessments identify where improvements need to be made to strengthen individual clubs and provide for the sport of tennis.



The manner in which people are accessing tennis has been changing. Facility provision and management will need to meet this changing nature of tennis consumerism.

The strategic vision for tennis and associated priorities that follow, directs action associated with strengthening and supporting the sport of tennis and the appropriate mix of facilities required.

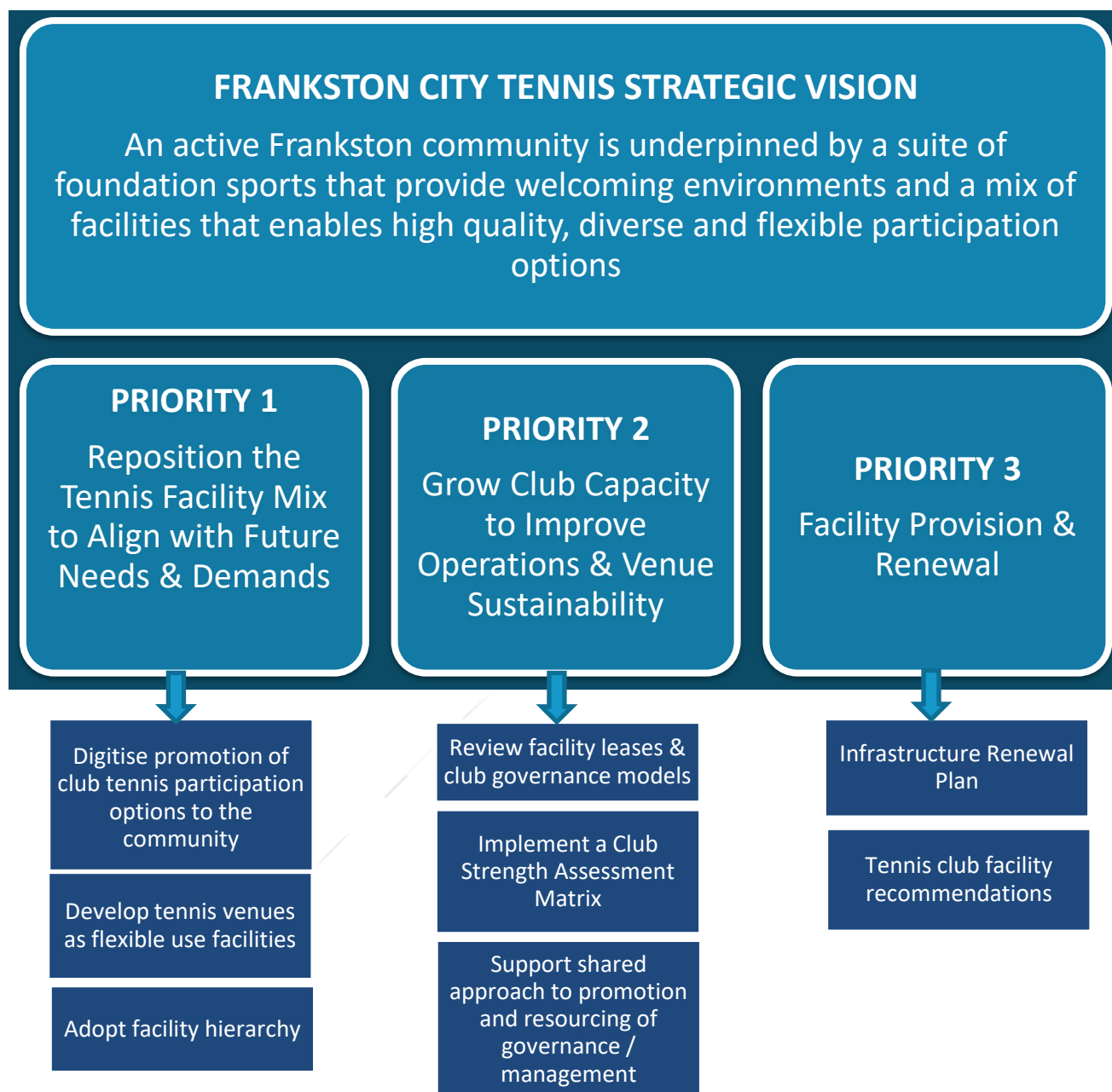
Both Council and the associated clubs have a role in supporting participation as part of building an active and healthy community.

6. Frankston City Tennis Strategic Vision



6 FRANKSTON CITY TENNIS STRATEGIC VISION

The following diagram outlines the vision and priority areas for the provision of tennis facilities and development initiatives in Frankston City.



7. Priorities



7 PRIORITIES

Priority 1 - Reposition the Tennis Facility Mix to Align with Future Needs & Demands

7.1 Adopt a Facility Hierarchy

A tennis facility hierarchy is recommended for Frankston City. A facility hierarchy is a more financially sustainable model for creating a balanced mix of facilities that support grass roots participation and public court access, all the way to high performance pathways.

In line with Frankston City's Sports Development Plan and Tennis Australia's *Venue Tiering Framework*, Frankston City will adopt a hierarchy of facilities that outlines the desired level of service provision and facility standards. Frankston City will endeavour to have a mix of facilities that represents each level in the hierarchy. A diversity of programs still need to be spread across district and local hubs to ensure viability, local access and individual development opportunities for all players.



Existing tennis club will have been nominated into the hierarchy based on their demographics and the capacity of the venue and site.

It is recommended that the following hierarchy is adopted:

District Tennis Facilities (T.A. Full service community venue)

- Eight (8) or more courts
- Club run and may employ professional staff.
- Multi-suburb focus
- Casual to high level tournament and competition play.

Local Tennis Facilities (T.A. Community hub venue)

- Club run
- Local focus
- Four (4) or more courts.

Public Access Courts (T.A. Local access venue)

- No associated club
- May offer coaching opportunities.

Multi-purpose Courts

- No associated club and
- May also accommodate sports such as

(A category for regional has not been included in this hierarchy with no plans for a regional centre within Frankston City).

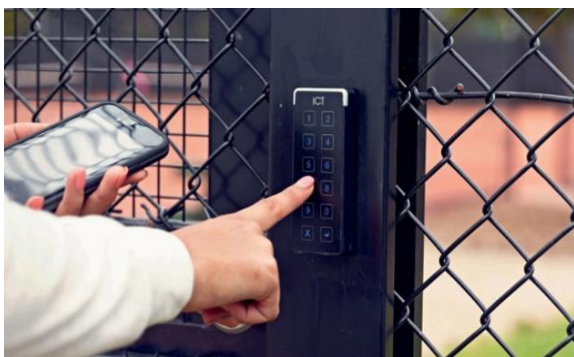
7.2 Develop Tennis Venues as Flexible use Facilities

Facility upgrades to provide flexible options for tennis participation, meet the needs of the changing tennis consumer, maximise use of facilities and encourage an active community, are as follows:

Lighting - All tennis facilities require courts with lighting to support night competition, social play and year round coaching.

Hotshot Courts – Hot shots is the tennis starter program for primary school aged children. The program uses modified equipment including smaller courts that can be line marked on larger full size courts. This demographic cohort is the most important target group for growing participation and therefore facilities need to cater for this.

Electronic Court Booking and Access System – Enables club members and casual access participants to access tennis facilities through an integrated online court booking and payment system. Members of the public can view court availability and make payment through an online booking portal linked with smartphone technology.



There is an online booking portal, 'Book a Court', administered to fee playing Clubs by Tennis Victoria, however the facilities also need physical keypad gate locks to facilitate access to casual participants. Blue tooth lock systems may also be an option.

Around 177 hours of public use was facilitated through 'Book a Court' in 2017/18 at Yamala Park

Multi-purpose Courts – Multi-purpose courts are a practical solution to supporting a range of sports, including tennis, basketball, hockey, soccer and netball. Tennis facilities with a significant number of courts may have some multi-purpose courts to cater for wider community needs and maximise facility use.



It is recommended that LED court lighting and flexible infrastructure be used and incorporated with any upgrade of tennis venue facilities.

7.3 Digitise Promotion of Club Tennis Participation Options to the Community

Accessible tennis venues with flexible playing options that encourage the community to be active can only be realised when the community is informed and made aware of these options.

Tennis Victoria and Tennis Australia have taken the lead in adapting to technological advances to

administer and communicate the game for a broad user community. With the continuing trend of the general population becoming more and more mobile and digital when accessing information and communications, this skill set must be migrated across to clubs and regional partners to ensure information is available across all channels.

It is recommended that clubs work towards improved digital platforms for promotion of tennis participation opportunities.

Priority 2 - Grow Club Capacity to Improve Operations & Venue Sustainability

7.4 Implement a Club Strength Assessment Matrix

Both Frankston City Council and Tennis Victoria will work towards improving a club's ability to remain viable. This Action Plan has developed a *Club Strength Assessment Matrix* to identify where Council support should be targeted to improve a club's capacity or the point where alternate management or alternative usage options may need to be considered. Tennis Victoria's Thriving Tennis Communities (TTC) Framework and its associated venue sustainability rating (VSR) tool is complimentary to this and will utilise similar measures and data to support the sustainability of, and planning for, individual clubs. The Thriving Tennis Communities framework will also support clubs to clarify their identity, understand the community they service and create safe and inclusive cultures.

Collaboration between Frankston City Council and Tennis Victoria will assist all clubs in achieving the sustainability factors that will in turn ensure that tennis in Frankston remains competitive in attracting necessary funds for maintaining and growing participation.

Council will require all clubs to meet compliance requirements as part of their current or renewed occupancy agreement.

This matrix is comprised of the following factors and is represented in diagram 2 below:

Clubs Capacity to meet Financial Obligations.

Tennis clubs are expected to provide Council with an annual report including a profit / loss financial report revealing their financial status. Clubs must demonstrate a capacity to meet rental fees to Council, loan repayments, operational costs, build financial reserves and to contribute to capital costs.

State of Maintenance. Clubs are responsible for routine day to day and medium term maintenance of courts as well as the routine and cyclic maintenance of club rooms in accordance with Council standards and occupancy agreements. New occupancy agreements may include a maintenance charge to clubs, whereby Council takes responsibility for some facility maintenance.

Business Planning. A business plan should be developed to set the proposed direction for

the club over a set period of time. It should describe the current situation, programs and services, organisational resources, financial resources, capital works and asset improvements along with other aspirations.

Formalised Coaching Agreement. The relationship between clubs and coaches needs to be formalised in a contract. Costs relating to court access and lighting, targets in services offered, dispute resolution and termination process and any additional duties or expectations should be noted. Agreements should not exceed the clubs lease duration. Coaches should pay equitable court hires fees to clubs. This will support maintenance costs, including fees to be paid to Council, and ongoing club sustainability.

Number of Participants to Court Ratio. It is recognised that for a club and its facility to

remain viable, the court to registered members ratio must exceed 1:30 for lit courts and 1:20 for unlit courts. This ratio enables clubs to generate the revenue required to fulfil operational and maintenance costs.

Affiliation with Tennis Victoria. Tennis Victoria provides clubs, centres and associations with access to a range of benefits designed to support their operations and grow the game. This includes: a virtual toolkit of informative links, fact sheets, guides and templates for key tennis focus areas; and opportunity to undertake an annual “Operational Health Check” where operations are benchmarked against national averages; and a level of insurance cover.

Communication Plan. A communication plan that uses digital and print media channels to communicate with members, association representatives and the general public.

Diversified Participation Options. Clubs are encouraged to review current programs and membership services aimed at diversifying options. This would include a flexible and broad array of participation models. Tennis Australia and Tennis Victoria have prepared diversified membership/participation options to be considered by clubs.

Welcome, Safe and Inclusive. Clubs are encouraged to create a safe and welcoming environment for all members and guests. This includes policies around child safety as well as efforts to target different segments of the

community. Peninsula Health can offer advice on visual and other changes that support inclusive use.

Public Access. Public access to courts is seen as a critical component of diversified participation options that encourages broader retention of participation. ‘Book-a-court’ technology provides the digital access to these opportunities for members of the public and a further income stream for clubs.

School Partnership. School partnership programs are deemed critical to introducing the sport to new participants and to growing junior participation.

Healthy Behaviours Polices / Programs. Sporting clubs are well positioned to support and promote key health messages and programs to the community. Healthy eating options, alcohol management / good sports, smoke free venues, sun-smart policies are positive health promoting programs supported by Council for implementation by clubs.

Sporting pathway program. An athlete development pathway describes a continuum that begins early in life with the acquisition of movement skills through to lifelong engagement and proficiency at senior levels.

Preferred development pathways identified should be in-line with the club vision and capability and clubs should work together not to compete for the same market.

Clubs are encouraged to identify preferred development pathways and then build programs and implement strategies to encourage participation and promote excellence for locally based players.

Diagram 2 – Frankston City Tennis Club Strength Assessment Matrix

Frankston Tennis Club Strength Assessment Matrix

	Compliance Benchmarks	Sustainability factors
Financial Obligations	✓	
Maintenance Obligations	✓	
Current Business Plan	✓	
Coach on Contract	✓	
Participation to Court Ratio		✓
Tennis Vic Affiliation		✓
Digital Presence		✓
Diversified membership options / appropriate products		✓
Safe, inclusive participation programs / policies		✓
Public Access Enabled		✓
Local School Partnership		✓
Healthy behaviours programs / policies		✓
Sporting pathway program / club vision		✓

It is recommended that tennis clubs be assessed against the club strength assessment matrix annually by Council Officers leading to supportive actions that focus on specific club needs. Future facility investment should also be prioritised around this criteria

7.5 Support shared resourcing model



Tennis clubs have long been in competition with each other – on court through tournaments and off court through membership attraction and retention. With so many activities now vying

for people's leisure time, the tennis community needs to reshape this thinking and come together off court to advocate for the sport of tennis as a whole.

This can be done by collaboratively and collectively promoting the sport of tennis to potential participants. Each club will still attract members for

different reasons, (e.g. close to home, strong social competition, surface type, ability to compete in high level tournaments etc.), but participants will be better served by easy access to the full suite of venues and participation opportunities available from casual access and junior development right through to international pro-tournament opportunities.

Centralisation could go further to include shared resourcing of administrative and venue management for volunteer run clubs. This may be for administration of casual court access across all Frankston tennis venues and/ or be the central digital platform for community members accessing tennis program and venue information.

It is recommended that a communications plan creating an inclusive and positive identity for tennis is developed across all clubs acting as a collective body and supported by Tennis Victoria. This enables better sharing of resources and potential for much greater impact for attracting new members and opening the game to a wider audience.

7.6 Review facility leases and club governance models

Nine of ten tennis clubs in Frankston City require updated property leases. In line with Council's Property Strategy and to provide better consistency and support to the governance and management of these facilities, the style and content of these leases will be updated.

Consideration will be given to the split of maintenance responsibilities with a clear schedule of where responsibility lies for cleaning, maintaining and repairing each component of the facility. At a minimum, Council will take responsibility for Essential Safety Measures (ESM) for the pavilions to ensure the buildings meet statutory compliance obligations and to lessen the burden on clubs of staying on top of building code requirements. Further maintenance may be undertaken by Council as negotiated by the club.

These maintenance costs will be charged back to the club as part of their lease agreement. Where Council does not take responsibility for maintenance, clubs would need to ensure all the scheduled maintenance requirements of the facility are met as detailed in the lease agreement.

The property lease will also have an affiliated Service Level Agreement (SLA).

This service level agreement will be developed to incorporate the sustainability factors of the club strength assessment matrix as a range of performance indicators (KPIs) that help to build strong clubs.



To meet these more explicit obligations, Clubs will need to give consideration to:

Club sinking funds for facility renewal;

Ability of clubs to manage and finance maintenance works;

Capacity of clubs to raise funds through 'pay for play' or alternate membership and participation models and contracts with coaches; and

Professional facility management support.

Shared professional management / administration support across clubs as discussed in item 7.5 may help clubs to better resource and meet their obligations.

Where clubs are unable to meet the governance and venue management expectations, alternate management arrangements such as public access courts or multi-use courts managed by other sports may be the recommended direction.

It is recommended that Council work collaboratively with Frankston City Tennis Clubs on new lease and service level agreements for consistent management and maintenance of tennis facilities that promotes strong clubs.

Priority 3 - Facility Provision & Renewal

7.7 Tennis Club Facility Recommendations

The viability of a tennis club requires consistent participation and usage. The quality of tennis facilities must be commensurate with community expectations of other leading leisure facilities to attract and retain participants. As many of these facilities reside on Council owned or managed land, Councils, along with other tiers of government have begun investing significantly to maintain and upgrade courts for the local community.

Strategically planning for the number, mix and distribution of facilities is therefore key for Council in determining the most sustainable balance of facilities within the municipality.



The tennis facility hierarchy, along with current facility condition, capacity and participation levels has been used to inform the individual facility recommendations outlined below.

The facility recommendations include:

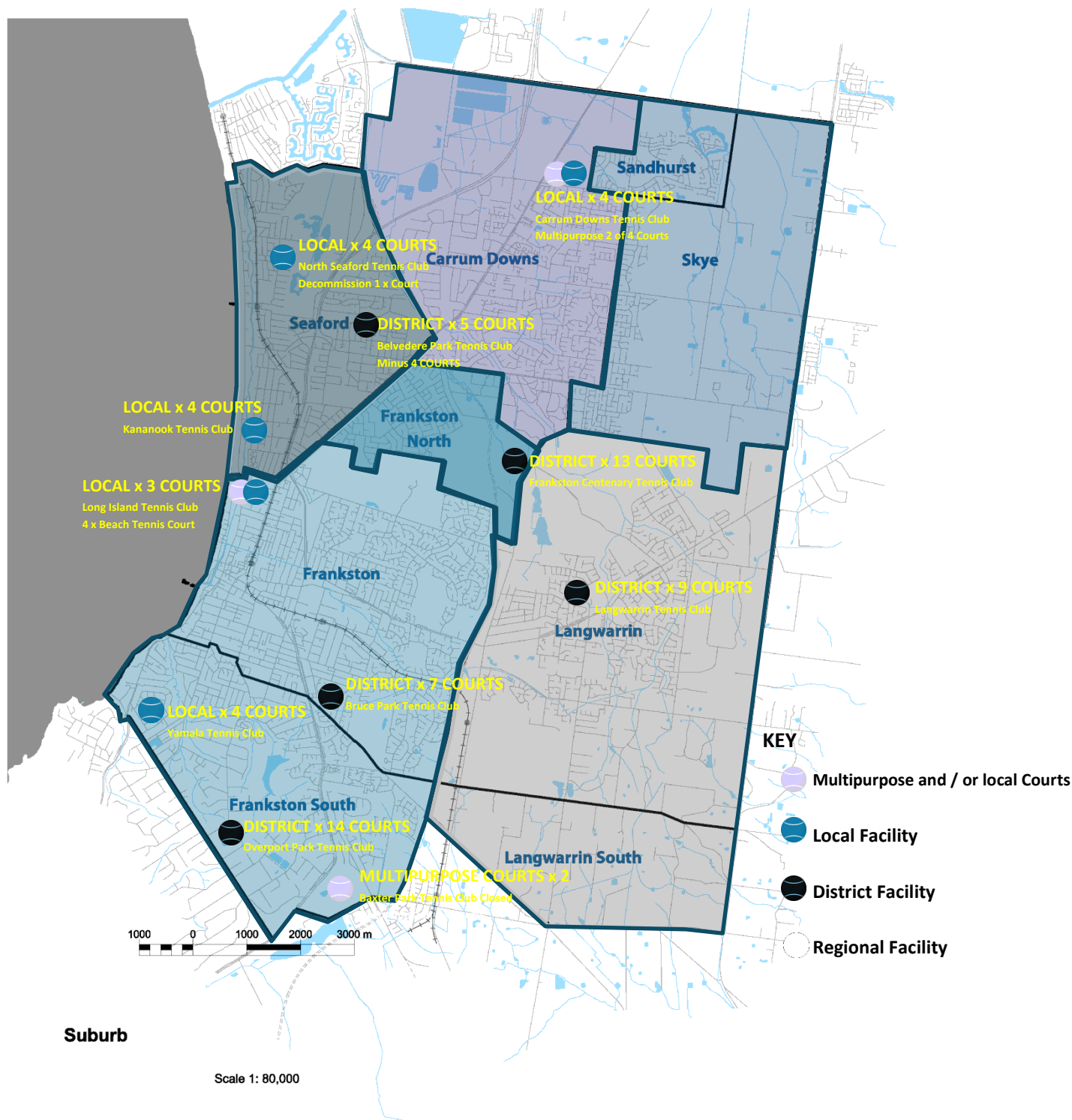
- Court upgrades;
- Pavilion upgrades/refurbishments;
- Floodlighting installation and upgrades;
- Inclusion of flexible participation infrastructure such as hot shot court line marking/electronic gate access;
- Conversion of courts to public access hard courts;
- DDA compliance upgrades;
- Merging of clubs; and
- Alternative use of court and club house space.

These recommendations reduce the overall number of tennis courts in the municipality from 78 to 70 (or 64 dedicated tennis courts if the multipurpose courts are discounted). If current participation numbers are used, the ratio of courts to participants across the municipality would be close to meeting Tennis Australia's recommendation for viability at 1:29 (or 1:32 of dedicated tennis courts if the multipurpose courts are discounted).

Significant investment will be required into tennis facilities in the short term, however the proposed court efficiencies coupled with improved planning and management strategies, will make ongoing sustainability of tennis facilities more achievable.

7.8 Frankston City Tennis Club – Proposed Hierarchy and court distribution

The Proposed Tennis Facility Hierarchy and Court Distribution is shown in the map below:



8. Club Recommendations



8 CLUB RECOMMENDATIONS

8.1 Baxter Park Tennis Facility

OVERVIEW

- 5 courts (3 Red Porous and 2 Hard)
- Lighting on Courts 1-2 and 4-5.
- Courts 1 and 2 rated in poor condition, due to the lack of maintenance over the last 6-12 months.
- Courts 4 and 5 showing signs of significant pavement failure. Cracking and water staining as also evident as a result of localised settlement across both Courts.
- Court 3 has not been utilised or maintained since 2013. It is in very poor condition, and currently dysfunctional for use.
- Pavilion is considered to be in a moderate condition.
- Baxter Tennis Club closed down in early 2019 due to lack of membership.



RECOMMENDATIONS

- De-commission Courts 1, 2 and 3;
- Resurface Courts 4 and 5 for multipurpose use (for netball and small sided soccer) and public access tennis courts;
- Address accessibility issues in Court works; and
- Determine future needs and opportunities of the Clubhouse, pending multipurpose Court use including feasibility of downgrading the Pavilion to Public Toilets.

8.2 Belvedere Park Tennis Club

OVERVIEW

- 9 courts that are Red Porous
- No functional court floodlighting
- Pavilion listed to be in a moderate condition.
- Courts 1 and 6-9 rated in poor condition due to the exposed underlying layers of the red porous profile and build-up of organic matter across the Courts.
- Courts 2-5 are in good-fair condition, with some minor organic matter observed on the surface.
- Participation numbers at the Club have been mostly static for the last three years, but have seen a small increase in 2018/19. The club currently have 54 participants with a court to participation ratio of 1:6. Given the overall progression in participation, the Club cannot sustain a facility of nine courts yet it is the only facility in the north of the municipality that could work as a district level facility.



RECOMMENDATIONS

- Upgrade Courts 1-5 with floodlighting and electronic gates to increase accessibility and Club capacity, and enable casual 'pay for play' access;
- Determine the feasibility and associated costs to either upgrade or redevelop the Clubhouse and amenities; and
- If club growth is not demonstrated after three years, downgrade the facility to a local level and complete feasibility of courts 6-9 as a potential open multi-purpose court facility.

8.3 Bruce Park Tennis Club

OVERVIEW

- 7 courts, (3 Red Porous and 4 Synthetic Clay).
- Floodlighting on 6 courts suitable for recreational use.
- Clubhouse in moderate condition.
- Courts 1-2, and Courts 6-7 (Synthetic Clay) are nearly at the end of their life expectancy, given signs of deterioration and high wear.
- Courts 3-5 (Red Porous) were observed to be in a fair condition, with no significant signs of deterioration.
- Bruce Park Tennis Club currently has 255 participants with a Court to participant ratio of 1:36. The participation numbers have remained consistent, with the Club continuing to maintain a strong membership base with opportunities for additional growth. The club currently utilises alternative facilities to accommodate the overflow for both Junior and Senior Saturday Club Competition.



RECOMMENDATIONS

- Develop a schedule to resurface all synthetic clay courts;
- Address compliance and accessibility issues for all Courts during upgrade;
- Install floodlighting on court 5;
- Review clubhouse redevelopment opportunity and reposition as a multi-purpose pavilion with associated car parking, also supporting football and cricket; and
- Review need for ball safety fencing around oval.

8.4 Carrum Downs Tennis Club

OVERVIEW

- 4 courts (acrylic hard court)
- Floodlighting on all 4 courts suitable for recreational use.
- The pavement is showing significant signs of failure on all courts, adding to the visible cracking and the delamination of the acrylic surface.
- Pavilion in poor condition.
- The Club currently has 62 participants with a Court to participant ratio of 1:16. After a decline in membership over the long-term, participation has seen an upward trend given the rollout of new junior coaching programs within the past three years.



RECOMMENDATIONS

- Reconstruction of all Courts addressing compliance, accessibility and drainage issues;
- Line mark two Courts for multi-purpose use, supporting hot-shot Tennis initiatives and Netball. (Note: Broader community consultation has identified a need for Netball Courts within the Carrum Downs Recreational Reserve);
- Formalise car parking and access; and
- In the long term, decommission Clubhouse in-line with the Carrum Downs Recreational Reserve Master Plan, and allow for the social space expansion within the Len Phelps Pavilion.

8.5 Frankston Centenary Tennis Club

OVERVIEW

- 13 courts (plexi-cushioned acrylic surface)
- Floodlighting to all courts meeting ITF competition standards.
- Pavilion newly redeveloped and in excellent condition featuring open social space, kitchen and bar, storage and cool room, accessible shower, accessible public toilet, new male and female change rooms and amenities, meeting room and tournament office, external painting and service upgrades
- Car park upgrades meeting DDA compliance requirements
- Landscape works including retaining walls, gardening, footpaths as well as drainage and service upgrades.
- Centenary Park has been redeveloped to accommodate the relocation of Frankston Tennis Club and merge with Frankston East Tennis Club.



RECOMMENDATIONS

- Ongoing review of detailed maintenance schedule and club strength targets included in the new occupancy agreement.

8.6 Langwarrin Tennis Club

OVERVIEW

- 9 Courts (Acrylic hard court)
- Courts have recently been upgraded and are in excellent condition
- Floodlighting on all Courts
- Clubhouse rated in good condition.
- The Club currently has 179 participants, with a Court to participant ratio of 1:20.
- Participation has remained relatively consistent throughout the last four years, with strong junior participation numbers.



RECOMMENDATIONS

- Refurbish Pavilion, including the kitchen, toilets, change rooms and floor coverings;
- Install security lighting in the car park;
- Upgrade courts 1-6 to LED lighting; and
- Consider hot shot line markings and electronic pay for play access.

8.7 Kananook Tennis Club

OVERVIEW

- 4 Courts (2 Red Porous and 2 Synthetic Clay)
- Court 1 rated in fair condition,
- Court 4 showing significant signs of deterioration given inconsistent maintenance leading to an increase in organic growth.
- Courts (2-3) rated in fair condition, with noticeable discoloration and wearing of fibres.
- All courts have non-compliant run offs but due to overall site size limitations this will be difficult to rectify.
- No court floodlighting
- Pavilion rated in poor condition.
- The Club currently has 36 participants with a court to participation ratio of 1:9. Without lighting, extended play and coaching is unavailable. The club facility is routinely well cared for by a small but committed membership. It currently operates as a social competition club and may have difficulty meeting the club strength factors in the future which will be required for any major upgrade of facilities at the end of their life.
- Long Island Tennis Club is located in close proximity to Kananook Tennis Club, also displaying similar but more fluctuating levels of participation. Opportunity to amalgamate the two clubs in the short term was considered, however the membership and focus of the two clubs is vastly different.



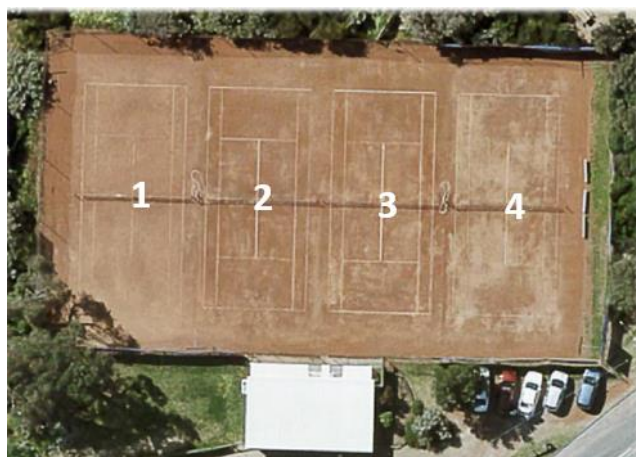
RECOMMENDATIONS

- Undertake any necessary remedial works to the courts for safety purposes including an approach to rectify the level difference between Courts 1 and 2; and
- In the long term consider amalgamating membership of Kananook and Long Island clubs across the two sites (with less dedicated courts at each site due to footprint limitations) to fortify membership and strengthen committees through the sharing of governance and maintenance responsibilities.

8.8 Long Island Tennis Club

OVERVIEW

- 4 Courts (red porous)
- All courts rated in fair condition without significant signs of deterioration to the playing surface.
- No court floodlighting
- Pavilion rated in poor condition.
- The club currently has 69 participants, with a court to participant ratio of 1:17.
- The Club has had fluctuating levels of participation likely due to changing administrations and subsequent impact on facility quality contrasted with a highly desirable location. Lack of sports lighting will also have impacted participation due to the inability to schedule competitions and coaching sessions after-hours.
- The club is focussed on diversifying its tennis offering to include beach tennis. To maximise community utilisation of its location, the opportunity exists to integrate beach visitor support amenities such as public toilets and outdoor showers. This is in-line with the Frankston City Coastal Management Plan and the upgrade of this location to a key beach access node.
- Given the close proximity to Kananook Tennis Club, there is an opportunity for Long Island Tennis Club to consider membership amalgamation across the two sites, in the long term fortifying membership and sharing governance and maintenance responsibilities whilst maintaining courts across the two locations. Amalgamation would enable additional funding opportunities to support upgraded facilities and future membership and participation growth.
- Pedestrian connection to car parking to the west of Nepean Highway to be considered as there is no scope to expand car parking on site.



RECOMMENDATIONS*

- In the long term explore membership and club amalgamation opportunities with Kananook Tennis Club across the two sites (with less dedicated courts at each site due to footprint limitations) to fortify membership and strengthen committees through the sharing of governance and maintenance responsibilities;
 - Determine viability of removing court 1 to allow for beach tennis;
 - Upgrade courts 2 and 3;
 - Consider multipurpose hard surfacing of court 4 to further diversify facility use;
- Upgrade pavilion building to provide beach support amenities including integrated public toilets, outdoor showers, drinking fountain;
 - Upgrade access path to the beach as per the Frankston City Coastal Management Plan;
 - Explore pedestrian connections to car parking on west side of Nepean Highway; and
 - Tree root rectification for safe play in the short term.

**Recommendations will be subject to landowner consent from the Department of Environment, Land, Water and Planning (DELWP).*

8.9 North Seaford Tennis Club

OVERVIEW

- 5 Courts (1-4 red porous, court 5 synthetic clay).
- Courts 1-4 in fair-poor condition, predominantly due to the organic growth, undulations and some bare areas exposing underlying layers of the en-tout-cas profile.
- Court 5 in fair condition, particularly given the age of the surface.
- Pavilion rated to be in moderate condition.
- The Club currently has 62 participants, with a court to participant ratio of 1:12. Participation rates have remained consistent over the past four years, however they have struggled to increase and attract new members in the absence of court floodlighting and the inability for evening competitions and coaching programs.



RECOMMENDATIONS

- Decommission and investigate land sale of Court 5 to fund upgrade and compliance of Courts 1-4;
- Undertake a complete facility reconfiguration to achieve new and compliant courts;
- Install Court lighting across new enclosures, allowing an increase in participation and Club capacity;
- Consider flexible play options (hot shot line markings/book a court electronic access) in parallel with upgraded works; and
- Undertake refurbishment upgrades to the pavilion.

8.10 Overport Park Tennis Club

OVERVIEW

- 14 courts (11 red porous and 3 acrylic hardcourts).
- Courts 1-3 were observed to be holding water due to localised settlement, which may cause balls to deviate when bouncing on the joint line.
- Courts 4 - 14 in good-fair condition, with no significant signs of deterioration but a minor build-up of moss/algae growth, particularly in the shaded areas.
- Floodlighting on Courts 1-3 and 7-8 to recreational standard.
- Pavilion in good condition.
- The club currently maintains a strong membership base with opportunities for further growth.
- The club currently has 576 participants with a court to participation ratio of 1:41.



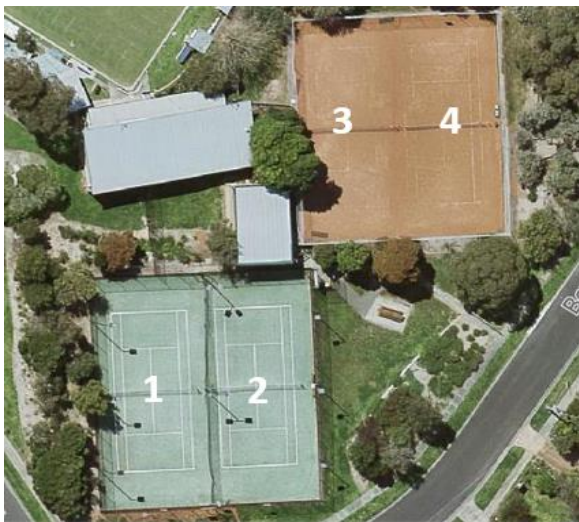
RECOMMENDATIONS

- Complete minor pavement rectification works on Courts 1-3 to ensure an even ball bounce;
- Relocate line markings on Courts 4-14 to achieve compliant Courts;
- Install floodlighting on courts 1-3 and 7-8 in the long term, and ensure remedial works are carried out on lighting that has failed playing testing;
- Explore spectator seating for events;
- Install carpark lighting; and
- Address accessibility issues and explore flexible play options.

8.11 Yamala Tennis Club

OVERVIEW

- 4 Courts (2 synthetic grass courts and 2 red porous).
- Both surfaces appear in good condition, with no signs of deterioration.
- Floodlighting on Courts 1 and 2 to competition level testing.
- Pavilion in poor condition.
- The membership at Yamala has been trending upwards over the past five years, with a reported 95% of members living in close proximity to the Club.
- The Club currently has 202 participants with a participation ratio of 1:51.



RECOMMENDATIONS

- Address accessibility issues between the courts and clubrooms including DDA ramp access;
- Light courts 3-4 according to new compliant court design;
- Make allowance for resurfacing works on Courts 1-2 within the next 10 years given the life expectancy of synthetics; and
- Explore possible modular design Pavilions to support a joint Clubroom with the Bowls Club.

8.12 Overall Club Recommendations

In addition to the Clubs distinctive recommendations, the below requirements will also be addressed when undertaking any remedial and/or redevelopment works.

- **Universal Accessibility** – as per the new Tennis Australia recommendations, 1.35m wide pedestrian access gates should be provided to allow for sports wheelchair accessibility onto the courts.
- **ITF Compliance Considerations** – when courts are due to be reconstructed, where feasible, they will be redeveloped in accordance to the latest standards, including court dimensions and court run-offs.
- **Court Floodlighting** – All operational courts should be floodlit in long term to meet changes in the way people want to play and access tennis. Court Lighting that has failed to record an appropriate Recreational and Residential Level of Play status, will need to be upgraded to LED to ensure current floodlighting standards are adhered to.
- **Court Surface** – Hard court surfaces will be the first recommended surface, when Council is investing in court resurfacing / rebuilding due to: compatibility with causal court access; lower maintenance; and ability for multisport lines. Other surface types will be considered on a case by case basis.

9. IMPLEMENTATION PLAN



9 IMPLEMENTATION PLAN

9.1 Priority 1 - Reposition the tennis facility mix to align with future needs and demands

#	Action	Detail	Priority	Estimated cost / resource	Ref
9.1.1.	Adopt a facility Hierarchy	<i>Adopt a facility hierarchy to include the categories of district, local, public access and multi-purpose.</i>	High	N/a	7.1 Page
9.1.2	Develop tennis venues as flexible use facilities	<i>It is recommended that court lighting and flexible infrastructure be used and incorporated with any upgrade of tennis venue facilities.</i>	High	N/a	7.2 page
9.1.3	Digitise promotion of Club tennis participation options to the community	<i>It is recommended that clubs work towards digital platforms for promotion of tennis participation opportunities.</i>	High	N/a	7.3 Page

9.2 Priority 2 - Grow Club capacity to improve operations and venue sustainability

#	Action	Detail	Priority	Estimated cost / resource	Ref
9.2.1	Support shared approach to promotion and resourcing of governance/ management	<i>Develop a communications plan to create an inclusive and positive identity for tennis across all clubs acting as a collective body and supported by Tennis Victoria.</i>	High	FCC internal staff resourcing/ Tennis Victoria	7.4 Page
9.2.2	Implement a club strength assessment matrix	<i>It is recommended that tennis clubs be assessed against the club strength assessment matrix annually by Council Officers leading to supportive actions that focus on specific club needs. Future facility investment should also be prioritised around this criteria.</i>	High	FCC internal staff resourcing	7.5 page
9.2.3	Review facility leases and club governance models	<i>It is recommended that Council work collaboratively with Frankston City Tennis Clubs on new lease and service level agreements for consistent management and maintenance of tennis facilities that promotes strong clubs.</i>	Med	FCC internal staff resourcing	7.6 Page

9.3 Priority 3 - Facility Provision and Renewal

9.3.1 Tennis Club Facility Recommendations Implementation

#	Action	Detail	Priority	Estimated cost / resource	Ref
9.3.1.1	Baxter Park	<ul style="list-style-type: none"> Determine future needs and opportunities of the Clubhouse, pending multipurpose Court use including feasibility of downgrading the Pavilion to Public Toilets. 	High	FCC internal staff resourcing	7.1 Page
9.3.1.2	Belvedere Tennis Club	<ul style="list-style-type: none"> Decommission Courts 6-9 and return land to Open Space after three years, if club growth not demonstrated, and downgrade the facility to a local level. If club growth demonstrated cost court refurbishment to be undertaken. 	Med	As per 9.3.2.2	7.2 page
9.3.1.3	Bruce Park	<ul style="list-style-type: none"> Address compliance and accessibility issues for all Courts during upgrade. 	Med	As per 9.3.2.8	7.3 Page
9.3.1.4	Carrum Downs Tennis Club	<ul style="list-style-type: none"> In the long term, decommission Clubhouse in-line with the Carrum Downs Recreational Reserve Master Plan, and allow for the social space expansion within the Len Phelps Pavilion. 	Low	TBA	7.4 Page
9.3.1.5	Frankston Centenary Park Tennis Club	<ul style="list-style-type: none"> Ongoing review of detailed maintenance schedule and club strength targets included in the new occupancy agreement. 	Ongoing	FCC internal staff resourcing	7.5 Page
9.3.1.6	Kananook Tennis Club	<ul style="list-style-type: none"> In the long term consider amalgamating membership of Kananook and Long Island clubs across the two sites (with less dedicated courts at each site due to footprint limitations) to fortify membership and strengthen committees through the sharing of governance and maintenance responsibilities. 	Low	FCC internal staff resourcing	7.6 Page
9.3.1.7	Long Island Tennis Club	<ul style="list-style-type: none"> In the long term explore membership and club amalgamation opportunities with Kananook Tennis Club across the two sites (with less dedicated courts at each site due to footprint limitations) to fortify membership and strengthen committees through the sharing of governance and maintenance responsibilities. Determine viability of removing court 1 to allow for beach tennis. Explore pedestrian connections to car parking on west side of Nepean Highway. 	Low	FCC internal staff resourcing	7.8 Page
9.3.1.8	North Seaford Tennis Club	<ul style="list-style-type: none"> Decommission and investigate land sale of Court 5 to fund upgrade of Courts 1-4. Undertake a complete facility reconfiguration to achieve new and compliant courts. 	Med	As per 9.3.2.6	7.9 Page

9.3.1.9	Yamala Tennis Club	<ul style="list-style-type: none"> Address accessibility issues between the courts and clubrooms. Explore possible modular design Pavilions to support a joint Clubroom with the Bowls Club. 	High Low	As per 9.3.2.5	7.11 Page
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9.3.2 Prioritised Infrastructure capital renewal plan

#	Description of Works	Scope of Works	Priority	Estimated Costs
9.3.2.1.	Carrum Downs Tennis Club – Court Upgrades	<ul style="list-style-type: none"> Upgrade Courts 1-4 Line mark two courts for multipurpose use. Flood lighting for courts 1-4 Electronic pay for play infrastructure 	High High High	\$727,498 \$206,180 \$6,000
Estimated Costs (Exc. GST)				\$939,678
9.3.2.2.	Belvedere Tennis Club – Court Upgrades	<ul style="list-style-type: none"> Upgrade Court 1 Fencing Upgrade Courts 2-5 Universal Access Floodlighting to courts 1-5 Electronic pay for play infrastructure Decommission Courts 6-9 	High High High High High Med	\$102,599 \$91,475 \$17,500 \$188,820 \$11,000 \$114,330
Estimated Costs (Exc. GST)				\$525,724
9.3.2.3	Repurposing Baxter Park Tennis Club Courts	<ul style="list-style-type: none"> Resurface Courts 4-5 (Multipurpose Courts) Universal Access 	High High	\$653,680 \$6,000
Estimated Costs (Exc. GST)				\$659,680
9.3.2.4	Langwarrin Tennis Club Court Resurfacing & Pavilion Refurbishment	<ul style="list-style-type: none"> Universal Access gates Electronic pay for play infrastructure Pavilion Refurbishment Install security lighting in carpark Upgrade courts 1-6 with LED lighting 	High High High High Med	\$10,000 \$15,000 \$423,017 \$30,000 \$78,000
Estimated Costs (Exc. GST)				\$556,017
9.3.2.5	Yamala Tennis Club Court Resurfacing & Floodlighting Installation	<ul style="list-style-type: none"> Resurfacing of Courts 1-2 Floodlighting Installation on Courts 3-4 Upgrade court to pavilion to DDA access Universal gate access 	High High High High	\$77,615 \$86,000 \$50,000 \$15,000
Estimated Costs (Exc. GST)				\$228,615

9.3.2.6	North Seaford Tennis Club Reconstruction & Pavilion Refurbishment	• Reconstruction Courts 1-4	Med	\$624,183
		• Electronic pay for play infrastructure	Med	\$15,000
		• Redevelop pavilion	Med	\$1,500,000
		• Floodlighting Installation	Med	\$172,000
		• Universal Access	Med	\$15,000
		Estimated Costs (Exc. GST)		\$2,326,183
9.3.2.7	Long Island Tennis Club Ancillary Works & Pavilion Refurbishment	• Ancillary Works to Courts 2 & 3	High	\$189,375
		• Electronic pay for play infrastructure	High	\$15,000
		• Full reconstruction of court 4 to multipurpose surfacing	Med	\$326,840
		• Universal Access	Med	\$3,500
		• Pavilion Refurbishment	Low	4,200,000
		• Beach tennis courts	Med	TBA
		Estimated Costs (Exc. GST)		~\$4,734,715
9.3.2.8	Bruce Park Tennis Club Reconstruction & Pavilion Redevelopment	• Full Reconstruction of Courts 1-2	Med	\$444,515
		• Resurface Courts 6-7	Med	\$117,817
		• Floodlighting Installation	High	\$40,500
		• Universal Access	Med	\$8,000
		• Pavilion Consolidation & Redevelopment	Low	In LTIP for football / cricket
		Estimated Costs (Exc. GST)		\$610,832
9.3.2.9	Kananook Tennis Club Resurfacing Works	• Tree root damage rectification	High	\$30,000
		• Rectify level difference between court 1 & 2	High	\$127,745
		• Resurface Courts 1-3 (Court 1 to Synthetic Clay)	Low	\$331,211
		• Universal Access gates	Low	\$4,000
		Estimated Costs (Exc. GST)		\$492,956
9.3.2.10.	Overport Park Tennis Club Minor Works	• Pavement Works Courts 1-3	Med	\$67,034
		• Install Remaining Floodlighting courts 1-3 and courts 7-8	Med	\$215,000
		• Install security lighting in carpark	High	\$30,000
		• Relocate Line Markings on Courts 4-14	Med	\$500
		• Universal Access	Med	\$24,000
		Estimated Costs (Exc. GST)		\$336,534
9.3.2.11.	Belvedere Tennis Club Pavilion Upgrade	• Pavilion Refurbishment	Med	\$505,750
		Estimated Costs (Exc. GST)		\$505,750

9.3.2.12.	Yamala Tennis Club Pavilion Upgrade	<ul style="list-style-type: none"> Construction of Multi-Purpose Pavilion 	Low	\$3,000,000
		Estimated Costs (Exc. GST)		\$3,000,000
9.3.2.13.	Baxter Park Tennis Courts	<ul style="list-style-type: none"> Decommission courts 1, 2 and 3 	Med	\$85,748
		Estimated Costs (Exc. GST)		\$85,748
9.3.2.14	Baxter Pavilion renewal	<ul style="list-style-type: none"> Upgrade or alternate use of Baxter pavilion 	Low	\$408,870
		Estimated Costs (Exc. GST)		\$408,870
9.3.2.15	Long Island Tennis Club	<ul style="list-style-type: none"> Upgrade access path to the beach 	Low	As per Coastal Management Plan
9.3.2.16.	Carrum Downs Tennis Club Civil Works	<ul style="list-style-type: none"> Expand Len Phelps pavilion Decommission Pavilion Formalise Car Parking & Access Points 	Low Low Med	\$TBA \$TBA \$61,715
		Estimated Costs (Exc. GST)		\$61,715
TOTAL ESTIMATED COSTS				~\$15,473,017

- NOTE: Costs noted here are estimates only and the true costs may vary once more information is available.
- NOTE: Funding sources are not confirmed. Projects can only go ahead with committed funding. Funding sources may include: State and Federal Government Grants, Club contributions, Frankston City Council annual budget process.

10. MONITORING AND EVALUATION



10 MONITORING & EVALUATION

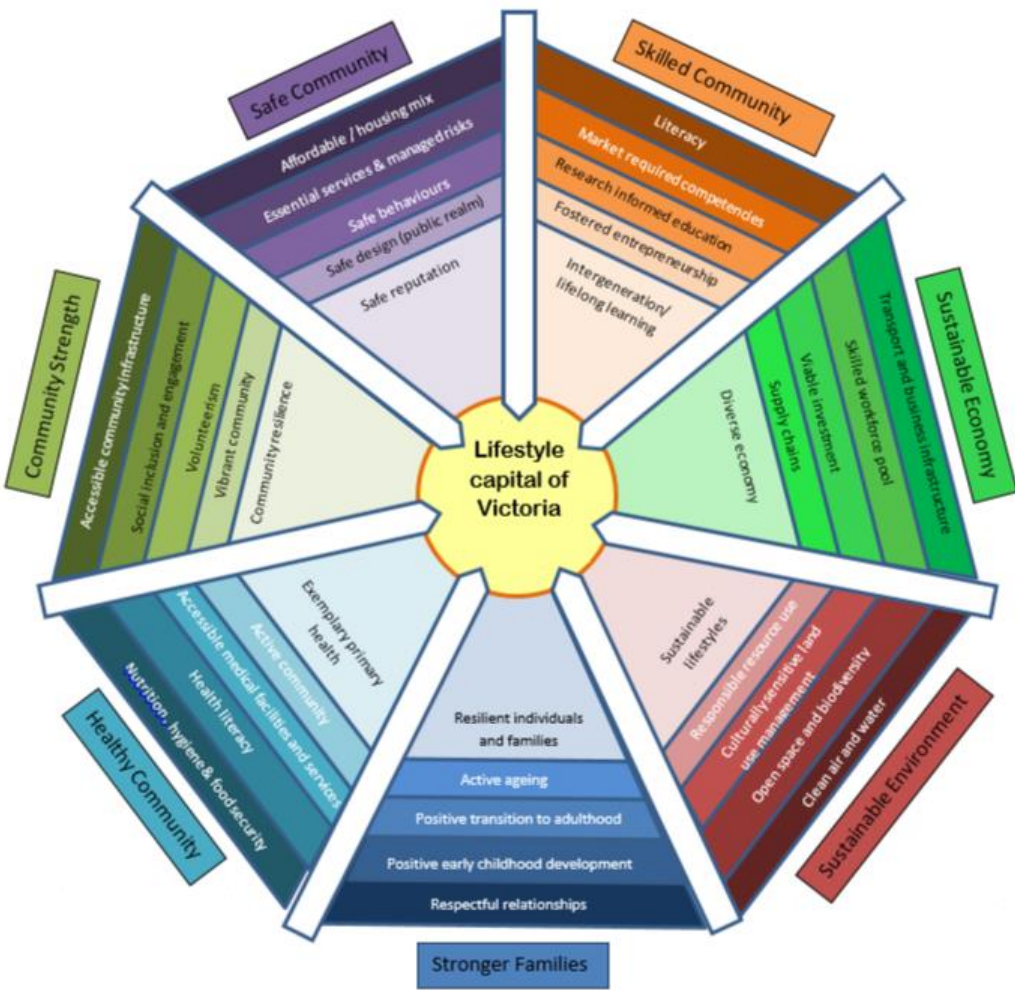
10.1 Policy Domains

Council maintains a broad policy environment to guide community wellbeing improvements. Policy domains developed to provide this guidance include:



This section outlines how the monitoring and evaluation of the Tennis Action Plan will be undertaken guided by the relevant policy domains.

The diagram below shows that each policy domain is part of an interconnected system of outcomes that support each other to create a liveable and sustainable community.



The Tennis Action Plan contributes to five strategic outcomes associated with the policy domains. These are listed below along with measures to evaluate the success of the Tennis Action Plan implementation in achieving these strategic outcomes.

10.2 Monitoring

Regular monitoring of the implementation of the Tennis Action Plan, should ensure that actions are still relevant, priorities are being addressed and management approaches and decisions are consistent with the vision and strategic outcomes identified.

A review of the Action plan will occur annually and of each success measure as per the frequency individually noted. If a particular success measure is not met, it provides an opportunity to better understand what is realistic and achievable or if there is a better action that can be taken.

10.3 Evaluation

Healthy Community			
	What success will look like	Measure	Frequency
1	Active Community	<ul style="list-style-type: none"> Court to participate ratio averages 1:30 	3 years
Community Strength			
	What success will look like	Measure	Frequency
2	Accessible Community Infrastructure	<ul style="list-style-type: none"> All clubs provide community access to their facilities by 2022, measured through Book a Court reporting tool. 	3 years
3	Volunteerism	<ul style="list-style-type: none"> All 10 Frankston City Clubs remain open, affiliated with Tennis Victoria and are financial to 2030. 	Annually
4	Social Inclusion and engagement	<ul style="list-style-type: none"> Gain an understanding of the participation barriers of under-represented / marginalised sectors of the local community and work with them to develop strategies and targeted sustainable programs to increase participation. All clubs provide specialist programs / services or access directed towards at least one recognised vulnerable target demographic group in Frankston City annually. This could include awareness training of clubs to support marginalised groups (e.g. LGBTIQ, Aboriginal and disabled people) and/or the inclusion of welcoming amenities and signage. 	Annually
Safe Community			
	What success will look like	Measure	Frequency
5	Safe behaviours	<ul style="list-style-type: none"> All Frankston City clubs to have policy and / or programs in place to represent at least 3 health promotion messages supported by Council. 	Annually

A review of the Action plan will occur annually and of each success measure as per the frequency individually noted. If a particular success measure is not met, it provides an opportunity to better understand what is realistic and achievable or if there is a better action that can be taken.

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