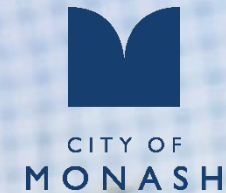


**ACTIVE
MONASH**



MONASH TENNIS PLAN

Table of Contents

1. Background	1
1.1 Purpose	1
1.2 Objectives	1
2. Strategic Context	2
2.1 Monash Council Plan 2017-2021	2
2.2 Methodology	3
2.3 Key Findings	4
3. Guiding Principles	5
4. Action Plan	6
4.1 Accessibility	6
4.2 Sustainability	7
4.3 Community Benefit	8
4.4 Accountability	9
5. Appendix A – Summary of Financial Obligations	10

1. Background

1.1 Purpose

The Monash Tennis Plan has been developed in collaboration between Council and Monash tennis clubs to establish key principles and strategically address important issues through the development of an action plan to guide the future of tennis in Monash.

1.2 Objectives

- Provide clear guidance on Council and club responsibilities for investment into tennis facilities.
- Establish investment priorities for community funded tennis infrastructure.
- Ensure that tennis is a sport that is available and accessible for the whole Monash community to enjoy.
- Ensure that Monash tennis venues are places that support active participation and community health and wellbeing.

2. Strategic Context

2.1 Monash Council Plan 2017-2021

The Monash Tennis Plan has been developed with strong links to the four strategic objectives of the Monash Council Plan 2017-2021.



2.2 Methodology

Research and Data

- Tennis court condition audits
- Tennis court lighting audits
- Tennis club participation audits
- Tennis club mapping
- LG benchmarking

Consultation

- Tennis club introduction meeting
- Tennis club forum
- Discussion paper with community survey
- Tennis Victoria liaison

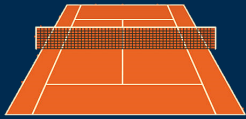
Document Development

- Analysis of key findings from data collection and consultation
- Actions for Monash Tennis Plan developed
- Council and community feedback
- Finalisation and adoption of Monash Tennis Plan



2.3 Key Findings

The data captured as part of the methodology outlined in section 2.2 has provided us with a strong evidence base to develop actions for the Monash Tennis Plan. Key findings include:



Infrastructure

36% of court bases are compromised due to tree root invasions

84% of courts do not meet preferred floodlighting standards

77% of courts are located in Glen Waverley, Mount Waverley and Wheelers Hill



Participation

On weekdays, tennis club court utilisation drops to 40%

Membership at Monash tennis clubs has dropped 4% since 2010

110 male committee members across all tennis clubs, as opposed to 52 females



Forum

“Prioritise investment into facilities in the worst condition”

“Cost of capital improvements is the most critical issue for clubs”

“Work towards less clubs but bigger clubs at bigger venues”



Discussion Paper

67% of respondents were supportive of clubs offering casual and non-member participation

91% of respondents were supportive of Council investing in tennis facility renewals

70% of respondents were supportive of working towards fewer, bigger clubs

3. Guiding Principles

The following guiding principles have been used to develop actions for the Monash Tennis Plan.

Optimising use of tennis facilities

- Prioritise bigger and more vibrant tennis venues that have a minimum of 6 courts.
- Provide opportunities that cater for non-member and casual play.

Inclusive and accessible tennis clubs

- Tennis clubs will provide inclusive and flexible participation opportunities.
- Tennis Australia’s recommended court to population ratio of 1:2,000 will be adopted as a guide for the distribution of tennis facilities in Monash.

High quality and successful tennis venues

- Tennis facilities are renewed and maintained to meet minimum standards.
- Environmentally Sustainable Design principles will be embedded into all tennis facility planning, with priority given to investing in tennis infrastructure that is more efficient for clubs to maintain and operate, such as synthetic court surfaces and LED lighting, and only on court bases that are structurally sound.
- Tennis Australia’s 4 key pillars of successful tennis venues, namely *Accessibility*, *Sustainability*, *Community Benefit* and *Accountability* are aligned to actions of the Monash Tennis Plan.

4. Action Plan

STRATEGIC PILLAR – ACCESSIBILITY

	RECOMMENDED ACTIONS	TIMING	BUDGET	RESPONSIBLE Lead in bold
1.1	All tennis clubs to participate in the Active Monash Sports Club Framework to build the capacity of clubs and improve broader community and social outcomes.	SHORT TERM (0-3 Years)	Existing operating budgets	Tennis Clubs Monash City Council Tennis Victoria
1.2	Investigate a pilot program to introduce an Active Monash membership for tennis club(s) in partnership with other Council facilities including aquatic centres and golf courses.	SHORT TERM (0-3 Years)	Existing operating budgets	Monash City Council Tennis Clubs Tennis Victoria
1.3	Identify opportunities to develop publically accessible multi-purpose courts across the City, especially in the south-west of Monash where there is a relative undersupply of tennis facilities.	MEDIUM (3-7 Years)	\$350,000 per multi-purpose court, subject to Council budget	Monash City Council
1.4	Prioritise clubs that are best able to demonstrate a welcoming and inclusive environment. Clubs are encouraged to collaborate with their Tennis Victoria Club Development Officer to develop a Diversity and Inclusion Plan.	ONGOING	Existing operating budgets	Monash City Council Tennis Clubs Tennis Victoria

STRATEGIC PILLAR – SUSTAINABILITY

	RECOMMENDED ACTIONS	TIMING	BUDGET	RESPONSIBLE Lead in bold
2.1	Establish a Working Group to guide the development of: <ul style="list-style-type: none"> A Sinking Fund Framework for tennis clubs; and, Third Party Arrangement Principles. 	SHORT TERM (0-3 Years)	Existing operating budgets	Monash City Council Tennis Clubs Tennis Victoria
2.2	All third party commercial operator agreements to be approved in accordance with principles developed by the Monash Tennis Working Group.	ONGOING	Existing operating budgets	Monash City Council Tennis Clubs
2.3	Council to engage with clubs located in Mount Waverley and Glen Waverley to explore potential relocation and merger opportunities in accordance with the key principles outlined in this plan.	SHORT TERM (0-3 Years)	Existing operating budgets	Monash City Council Tennis Clubs
2.4	Subject to Council funding, prioritise the renewal works on court bases that have been assessed and found to be in poor condition as a result of external tree root invasion at Essex Heights and Glenburn Tennis Clubs, at a 100% responsibility to Council.	MEDIUM – LONG TERM (3-10 Years)	\$3,000,000 to be staged across these sites	Monash City Council Tennis Clubs
2.5	Subject to Council funding, prioritise funding partnerships that best meet the key principles of this plan, with particular emphasis on projects that deliver sustainable outcomes, such as LED lighting for courts that have structurally sound bases at facilities with a minimum of 6 courts.	ONGOING	Budget bids submitted for Council contribution towards supported projects on a case-by-case basis	Monash City Council Tennis Clubs Sport and Rec Victoria Tennis Victoria

STRATEGIC PILLAR – COMMUNITY BENEFIT

	RECOMMENDED ACTIONS	TIMING	BUDGET	RESPONSIBLE Lead in bold
3.1	Council to develop a plan for tennis hit-up walls and publically accessible courts.	SHORT TERM (0-3 Years)	Existing operating budgets	Monash City Council
3.2	Council to install the Book a Court program as part of all major tennis facility developments, on the basis that suitable casual use is provided.	MEDIUM – LONG TERM (3-10 Years)	\$15,000* to be included in all future major tennis facility developments.	Monash City Council Tennis Clubs Tennis Victoria
3.3	Alternate management models be explored at venues which are currently under utilised or where clubs are no longer willing or capable of fulfilling their obligations under this plan.	SHORT TERM (0-3 YEARS)	Existing operating budgets of Active Monash and Property	Monash City Council Tennis Clubs Tennis Victoria
3.4	Council to expand its community activation program and partner with clubs to activate tennis venues and grow participation.	SHORT TERM (0-3 YEARS)	Existing operating budgets	Tennis Clubs Monash City Council Tennis Victoria

*\$15,000 to be used only as a guide for a standard one access point solution. A definitive quote to be provided following a site survey.

STRATEGIC PILLAR – ACCOUNTABILITY

	RECOMMENDED ACTIONS	TIMING	BUDGET	RESPONSIBLE Lead in bold
4.1	All tennis club leases to incorporate a sinking fund in accordance with the framework developed by the Monash Tennis Working Group.	SHORT TERM (0-3 Years)	Existing operating budgets of Active Monash and Property	Monash City Council Tennis clubs
4.2	All clubs to be operating under new long or short term leases by October 2021.	SHORT TERM (0-3 Years)	Existing operating budgets of Active Monash and Property	Monash City Council Tennis clubs
4.3	All clubs be required to participate in Tennis Australia’s Operational Health Check and provide the findings to Council annually, as a means of demonstrating their accessibility, sustainability, community benefit and accountability.	ONGOING	Existing operating budgets of Active Monash and Property	Tennis Victoria Tennis Clubs Monash City Council
4.4	All trees that surround tennis club leased areas to be inspected annually by Council Arborists, with pruning and remedial works undertaken where deemed necessary.	ONGOING	Existing operating budgets of Active Monash and Horticulture Services	Monash City Council
4.5	Council to prepare a report annually against actions in the Monash Tennis Plan.	ONGOING	Existing operating budgets	Monash City Council

APPENDIX A – SUMMARY OF FINANCIAL OBLIGATIONS

Item	Council	Leased Tennis Club
Court floodlighting to minimum standards (new installation or upgrade)	50%	50%
Power upgrade to site	100%	Nil
Court floodlighting reactive and programmed maintenance costs, including cost of like-for-like replacement lamps	Nil	100%
Court base renewals, subject to Council budget adoption	100%	Nil
Court surface renewals	50%	50%
Non-court areas within leased area, such as garden beds, spectator seating, shade, etc.	Nil	100%
Leased area perimeter fencing and gate renewal	50%	50%
Reactive and programmed maintenance of all court and leased area perimeter fencing, gates and locks, including book-a-court.	Nil	100%
Installation of the book-a-court system at all sites that undergo a major facility redevelopment	100%	Nil
Installation of the book-a-court system at existing underutilised sites, subject to Council budget adoption	50%	50%