QUEENSLAND TENNIS FACILITIES STRATEGIC PLAN

2028

Version 2

Acknowledgements
Tennis Queensland wishes to acknowledge the significant contribution made by a number of stakeholders in the development of this Strategy, including the support and advice provided by the Queensland Government through the Get Planning Spaces Program. Thank you also to all tennis community stakeholders that have participated in the project consultation, data collection and analysis, which has greatly assisted in developing Version Two of the Queensland Tennis Facilities Strategic Plan.

Disclaimer
Information contained in this document is based on available information at the time of writing and data current as at October 2019. AusPlay data within this strategy has been sourced from published reports and contains data collected from January 2016 to December 2018. The information presented has been collected from the following sources:

- Tennis Queensland
- Tennis Australia
- Queensland Local Government Authorities
- Queensland Government, Department of Education and Training
- Associations, club operators, committees and/or coaches

Tennis Queensland has made all reasonable efforts to collect and validate information, but makes no representation as to the accuracy of the information provided by these sources.

Restrictions on the use of this report
This report is intended to be used by Tennis Queensland for the purposes of gaining an improved understanding of the current state and condition of tennis facilities in Queensland, the need for renewal and redevelopment of tennis facilities in Queensland and to inform the development and renewal components of the Queensland Tennis Facilities Strategic Plan.

The nature of this work is different to that of a facility, safety or risk audit. The report should not be relied upon by any third party for this purpose. The information in the report is based on observation only, it has not been provided by, nor independently verified by, a qualified builder, or engineer. Accordingly, Tennis Queensland makes no representation as to the accuracy of the information contained within this report. Any commercial decisions taken by a third party in reliance on the information contained in this report should take into account the limitations of the scope of the report and other factors, commercial and otherwise, of which you should be aware of from sources other than the report. Tennis Queensland accepts no liability for any loss or damage which may result to any party from relying on the information so supplied.

Version Control

Date	Comments
November 2019	Final Report

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Executive Summary

Tennis in Queensland is a high participation sport, which thrives at all levels and is a popular and growing sport for people of all ages, abilities and backgrounds. Tennis has a rare combination of attributes that result in a unique proposition that is able to satisfy changing consumer needs and influence social outcomes. Tennis already plays a major role in driving social outcomes, and there is scope to generate this even further.

The key objective of the Queensland Tennis Facilities Strategic Plan is to identify and prioritise investment in tennis infrastructure, and to ensure funding and participation opportunities are maximised and accessed equitably across the State.

Following Version One of the Queensland Tennis Facilities Strategic Plan, which identified regions to build and maintain tennis courts across the Queensland landscape, Version Two recognises key future infrastructure planning and development opportunities and priorities. Version Two of this Strategy provides Tennis Queensland (TQ) with unique and comprehensive insight into the current tennis court supply, utilising appropriate data analysis that relates to population and economic growth.

The strategic analysis which supports this Strategy has been conducted across 11 target Local Government Authorities (LGAs), highlighted in Version One, to assess and determine the optimal tennis court network to service current and future demand. The assessment predominantly focuses on equitable access to tennis facilities and the number of courts to service current and projected local populations.

TQ is working closely with LGAs across Queensland to plan for and align strategic infrastructure projects and participation plans, to ensure it meets the future needs of the Queensland tennis community.

This Strategy highlights 43 development infrastructure projects across the State, with access to existing infrastructure, a core focus across all regions.

In summary, the key recommendations and strategies include:

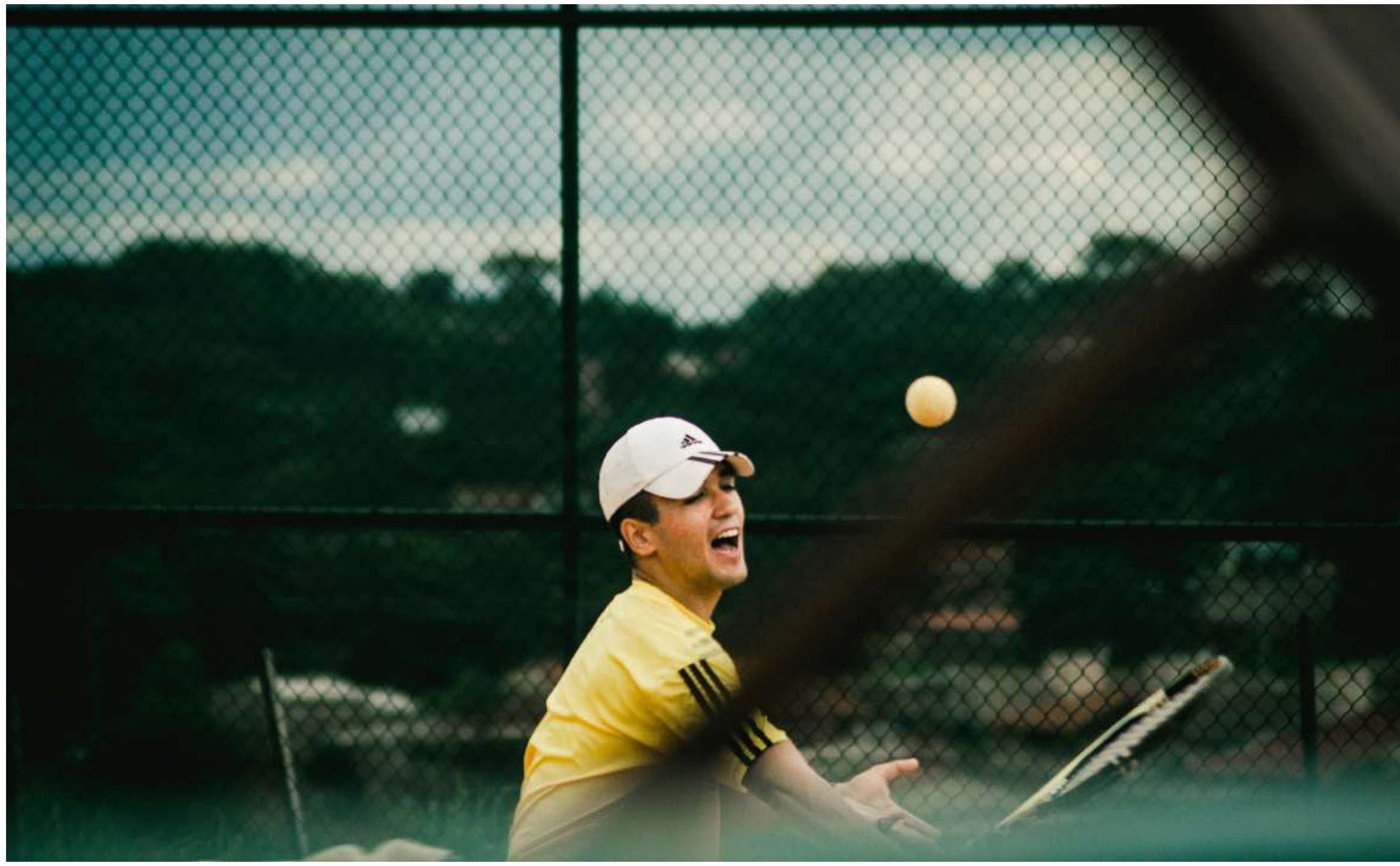
1. Prioritisation of access to and activation of existing infrastructure, through the development of strategies and agreements with appropriate landowners

2. Utilisation of all tennis venues to ensure sufficient court availability during peak times and optimise occupancy in the low-demand periods

3. Continued maintenance and upgrades to existing infrastructure to provide access to fit for purpose, safe playing venues for current and future participants

4. Site developments and expansions to cater for increasing populations within target localities and to reduce the potential strain on the existing network

5. Investment in new tennis infrastructure, to service those who don't live within current network catchment areas, and in line with projected population growth



PROJECT IDENTIFICATION

LGA	Accessibility	Occupancy	Sustainability & Maintenance	Site Expansions	New Developments
Brisbane City Council	✔	✔	✔	✔	✔
Moreton Bay Regional Council	✔	✔	✔	✔	✔
City of Gold Coast	✔	✔	✔	✔	✔
Logan City Council	✔	✔	✔	✔	✔
Ipswich City Council	✔	✔	✔	✔	✔
Townsville City Council	✔	✔	✔	✔	✔
Redland City Council	✔	✔	✔	✔	✔
Toowoomba Regional Council	✔	✔	✔	✔	✔
Cairns Regional Council	✔	✔	✔	✔	✔
Sunshine Coast Council	✔	✔	✔	✔	✔
Bundaberg Regional Council	✔	✔	✔	-	-

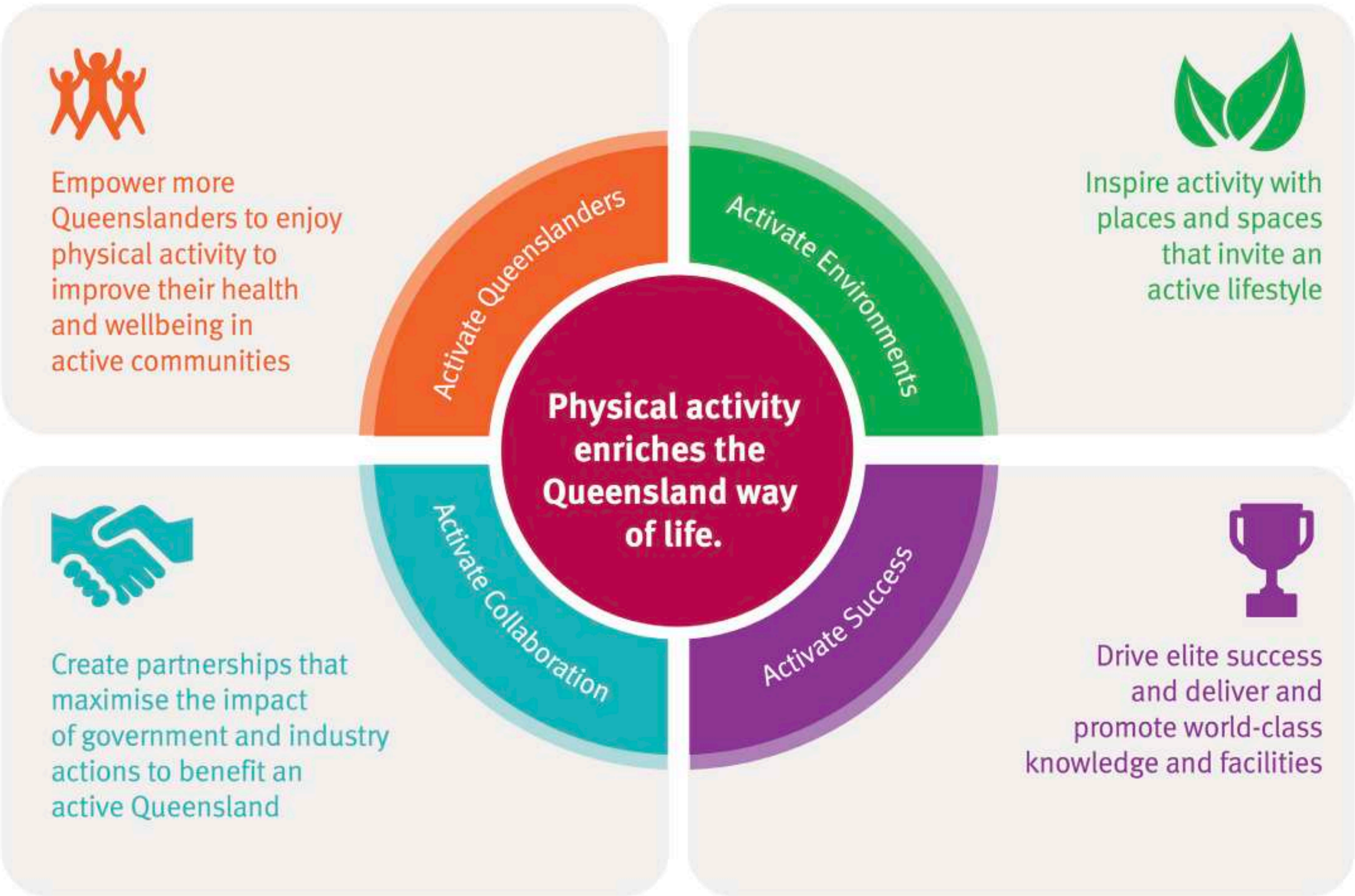
Collaborating with Government

TQ has a long and successful history in working closely with Government at all levels to achieve quality tennis outcomes in metropolitan, regional and rural areas. These strategic partnerships will continue with the Queensland Government's recently released 10 year strategy, Activate! Queensland 2019–2029.

Activate! Queensland focuses on four priority areas:

- Activate Queenslanders
- Activate Environments
- Activate Success
- Activate Collaboration

There is a strong alignment between the Government's approach, and TQ priorities and plans as outlined below:



Activate Queenslanders:	The core and compelling tennis proposition - with a strong heritage and high Interest in the sport.
Activate Environments:	Significant investment in 'places to play' ensuring a quality experience - infrastructure and the environment.
Activate Collaboration:	Aligned strategy and on-going collaboration and dialogue with Government at all levels.
Activate Success:	A world class development pathway, infrastructure, coaching and international events.

TQ recognises the importance of supporting and implementing the Government's strategy and will continue to maintain a coordinated and collaborative approach across government and industry partners, as well as local tennis communities across Queensland.

Due to the successful and productive government and multi-sectorial partnerships that Tennis has developed and maintained over the past 2 years, Tennis is in a strong position to undertake this new partnership approach, as one of six identified State Sporting Organisations.

As a key stakeholder, TQ has consulted and worked with the Department on how the new Activate! Strategy can positively influence the business, clubs, coaches, players, high performance pathways and participation programs, as well as positively supporting communities based on need, data and research.

TQ has a robust strategy focussed on getting more people playing the game, resulting in more active and connected local communities. Getting people more active and engaged in sport is at the heart of the TQ strategy, which aligns well with the Government's strategy.

Activity in Society Today

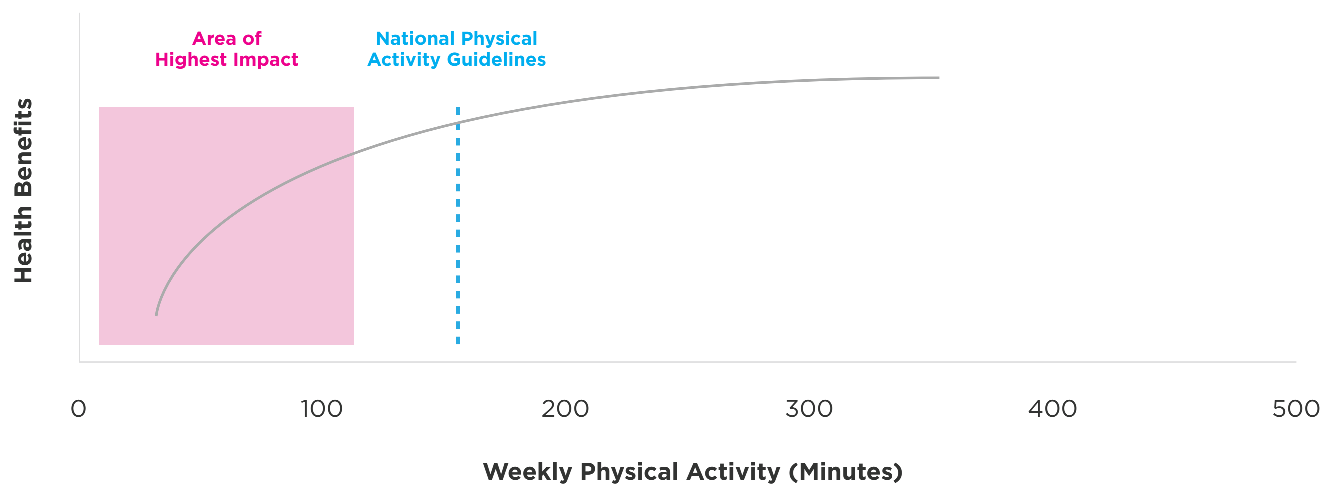
Sport, recreation and physical activity play a key role in fostering healthy and active communities. There is extensive literature detailing the benefits of increased physical activity for both an individual's health and wellbeing and at the broader social and economic level. Insufficient physical activity is not only a health and quality of life risk for individuals; it also places economic strain on society. Research indicates that physical inactivity costs the Australian health budget an estimated $1.5 billion a year and causes an estimated 14,000 deaths annually. It contributes to almost one-quarter of the cardiovascular disease in Australia and increases the risk of preventable chronic disease. A European study estimated the number of deaths attributable to physical inactivity to be double that of those linked to obesity (Ekelund et al., 2015).

Our Changing Habits

The past 50 years have seen a shift, from the general population broadly leading physically active lives, to predominantly sedentary lifestyles today. Australians are increasingly inactive, sedentary, overweight and obese. In 2013-14, an estimated 40% of Australians aged 15 and over had not participated in sport and physical recreation at least once during the previous 12 months (Australian Bureau of Statistics), with only 25.6% of those who were active, involved in organised sport.

Furthermore, the Queensland Sport, Exercise and Recreation Survey Adults (QSERSA) completed in 2018 found that 25% of Queenslanders had not participated in physical activities for sport, exercise or recreation in the previous 12 months. Despite Queenslanders arguably being more active than others in Australia these statistics are alarming, and trending in the wrong direction.

The figure below shows that people who are currently inactive or insufficiently active have the propensity to derive the greatest health benefit from increasing their physical activity levels. This is supported by studies (McKinney et al, 2016) showing that even small increases in physical activity amongst those categorised as 'inactive', significantly reduces the risk of chronic diseases and all-cause mortality. This risk reduction is independent of weight status, and thus the benefits of starting physical activity occur regardless of whether individuals are normal weight, overweight or obese. The reduction in chronic disease risk and all-cause mortality is also greater when increasing physical activity than weight loss alone.



Sport England Strategy 2016-2021

The Physical Activity Spectrum

The role and potential influence sport can play in encouraging and enhancing physical activity can vary. Below details the spectrum in which activity can occur, from activities involved in everyday living through to people participating in highly skilled, competitive sporting environments.

ACTIVE LIVING

Day to day activities including work, gardening and household chores with a physical activity element.

ACTIVE TRANSPORT

Physical activity for the primary purpose of travel (predominantly walking and cycling to work).

ACTIVE RECREATION

Leisure time physical activity undertaken outside of structured, competition sport including:

- Non competitive walking, running and cycling
- Social sports
- Gym, personal training
- Nature based outdoor activity
- Dance

COMPETITIVE SPORT

- Various sports
- Ladders, fixtures, formal results, rankings
- Delivered and facilitated by clubs, associations, organisations

ELITE SPORT

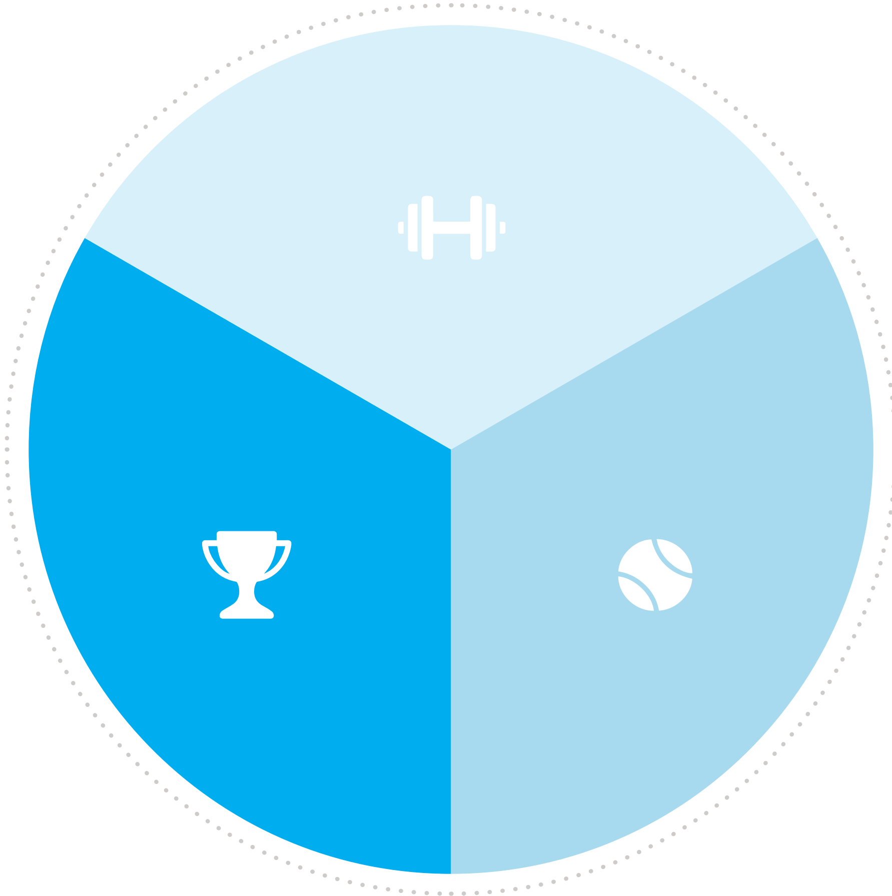
- May be semi-professional or professional
- High performance focused

A Driver of Significant Community Values

Tennis has an inherent ability to drive not only physical activity, but also significant health and social outcomes (see Appendix 1 for further information on Tennis' unique proposition). Tennis Australia in conjunction with Victoria University's Institute of Sport and Health, recently conducted research to determine the societal value of tennis to Australian communities. The findings concluded that for every dollar invested in community, tennis delivers up to $5.16 in economic, health and social outcomes in communities (see Appendix 2).

The diagram below considers the sphere of influence in which tennis impacts across the physical activity spectrum. These benefits tend to increase as deeper engagement with the sport occurs (moving towards competitive and elite sport).

TENNIS' SPHERE OF INFLUENCE:



ACTIVE RECREATION	COMPETITIVE SPORT	ELITE SPORT
Health outcomes, social connectedness, economic activity.	Social capital, expanded/deeper relationships, community.	Inspiration, aspiration, achievement.

Tennis in Australia
With two World Number 1 Champions, a strong contingent of men and a world leading women's Federation Cup team, the sport of tennis in Australia is thriving. The vision is to create a more playful world through tennis, and in doing so, tennis clubs around Australia will be thriving sporting hubs within their local community.

In 2018, Tennis Australia, in conjunction with the Member Associations conducted a comprehensive participation strategy review, using valuable existing work and knowledge. The objective of the review was to reach an agreement in how all the key stakeholders and affiliates move forward to achieve positive outcomes for all tennis communities across Australia.

The key research findings and opportunities from this research included:

- Tennis is the second largest participation sport in Australia, with a large fan base
- There is a strong, professional coaching workforce and large number of dedicated volunteers
- There should be a focus on the retention of children under the age of 14
- Adults represent 76% of all tennis participants and, therefore, are the key driver of overall participation
- Adults who are not currently participating but have played tennis in the past represent more than 5 million people
- There are declining participation rates for adults
- There should be a focus on closing the gap for social play of adults

The below highlights the state of play of Tennis in Australia (2018-19):

1,174,160
Participants

702,509
Hot Shots Participants

630,202
Students Participating in Tennis Programs in Schools

3,326
Registered Coaches

3,447
Schools

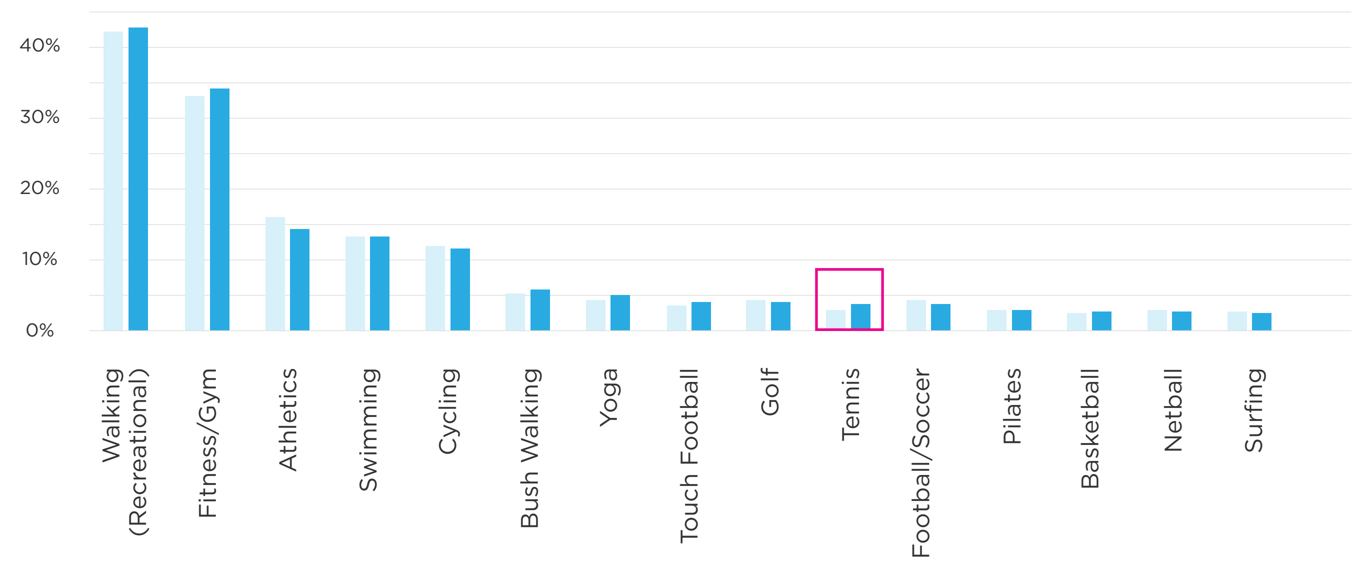
2
World Number Ones

$2.1million
National Court Rebate Investment

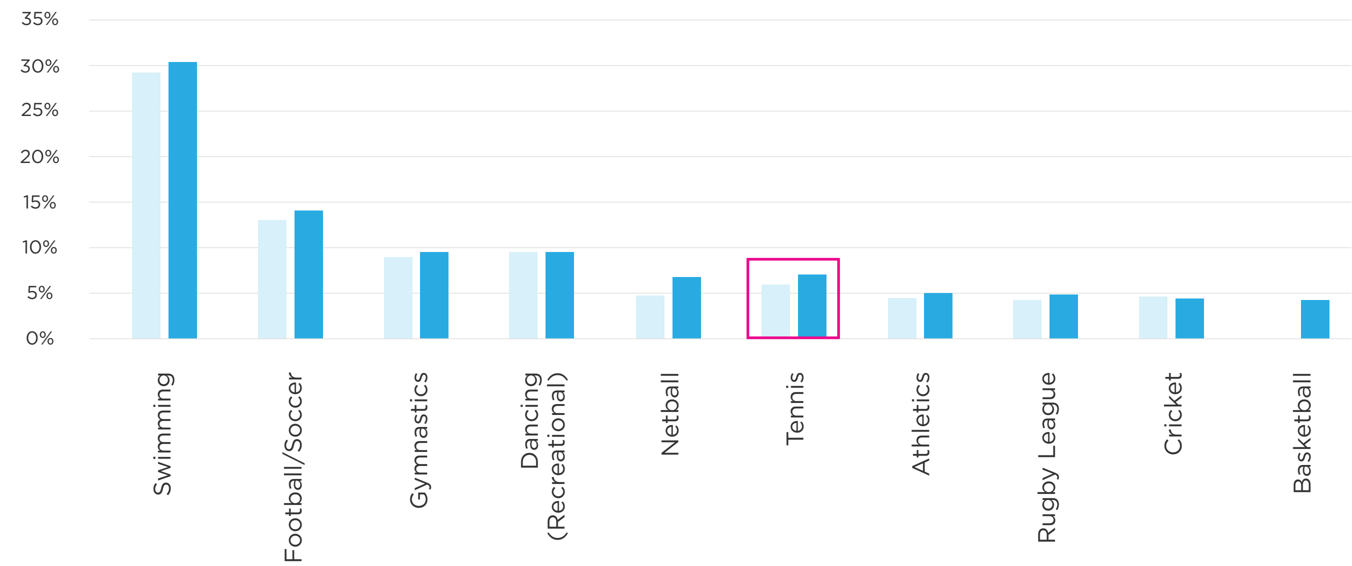
Tennis in Queensland
Tennis is a high participation sport in Queensland. It is in the top ten physical recreation activities of choice for Queenslanders, with an annual population estimate of over 910,000 participating in Tennis, for adults 15 and over. Adult participation was slightly skewed towards males (523,118 or 5.3% of the male population), accounting for 57% of participation. However, Tennis participation was also high among females (388,282 or 3.8% of the female population).

The diagrams below show the data comparing the latest AusPlay report with that of the last reporting period. The data illustrates a slight increase in tennis participation from 3.0% to 3.9% and 5.9% to 6.5% of the State population for adults and children respectively.

Queensland Participation by Activity (Adults)



Queensland Participation by Activity (Children)



(AusPlay survey results, July 2017 to June 2018; January to December 2018)

State of Play

TQ is committed to growing and sustaining the sport of tennis in Queensland from the grassroots level through to elite programs. This is achieved and evidenced by:

- **Mass participation** of both children and adults, and a combination of social and fitness participants, and competitive club tennis players.
- **Large delivery network** across multiple settings including schools, tertiary institutions, local tennis associations and clubs, coaches, private centres and multi-sport precincts.
- **High performing athletes** including world ranked Queensland players.
- **An ability to invest** in effective partnerships with government and industry sectors, and implement sustainable venue operating models. During the last financial year (2018-19), 313 tennis courts were constructed or upgraded in Queensland.

The below illustrates the Tennis in Queensland end of financial year (2018-19) participation and the delivery network statistics. From the previous year's data (2017-18), there has been an increase from 160,000 registered players to over 174,000, reinforcing the popularity and growth of tennis in Queensland.

174,259
Registered Players

21,116
Hot Shots Participants

280
Tennis Clubs

102,105
Students Participating in Tennis Programs in Schools

791
Schools

485
Registered Coaches

1
World Number Ones

2
Major Tennis Events

Network Analysis

The Queensland Tennis Facilities Plan – Version One, identified 11 LGAs across Queensland with an undersupply of tennis courts. This highlighted the need to undertake a more in-depth analysis to acquire a better understanding of the network and the provision of tennis courts across the State.

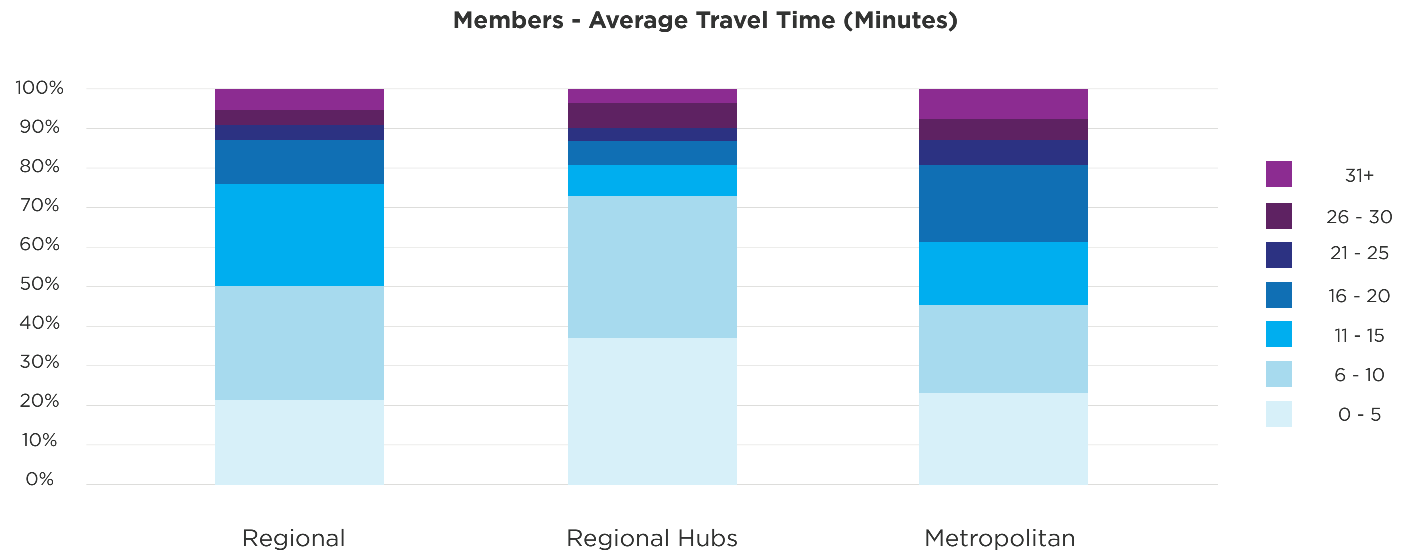
There are multiple variables that need to be considered when understanding the extent and location of network gaps, these include:

1. The number of venues and courts
2. The location of the courts
3. Public accessibility of the non-affiliated venues
4. The demand/usage of the courts – high occupancy may impact access
5. The ownership structure of the venues
6. The size/offering of tennis venues – to understand the varying roles venues can play within an overall network (see Appendix 3)
7. Courts that are at risk of being lost to the network – due to ownership, local environment or potential site redevelopment in the next 5 years
8. Drive times – the size and quality of the venue and the products/programs provided will impact on what distance people are willing to travel to access the facility

Drive Time Analysis

Drive times were determined for TQ members to substantiate the qualitative research previously undertaken in relation to access of sport and recreation facilities. The analysis supported the initial findings and illustrated that:

1. The majority of people (60-80%) will travel less than 15 minutes to access a venue
2. People are willing to travel further to access 'better' amenities, and as such each venue has its own defined catchment based on the number of courts (which is used as a proxy for quality)
3. Regional differences result between large cities (metropolitan), regional cities (hubs) and more rural areas (regional)



Coverage and Quantum Measures
The strategic analysis considers both coverage and quantum to quantify the recommendations. These measures account for the population demand and court provision requirements, ensuring there are enough courts and proposed mix of venues, to service the demand.

In the context of this Strategy, the coverage measure considers to analyse if people live within a reasonable drive time to access tennis facilities.

Although the population may live within a reasonable drive time, this does not mean they are adequately serviced; and that the venue is suitable to handle current and projected population demands. Therefore, the quantum measure is also applied to take into consideration a venue's capacity to service and provide the breadth of services required by the community.

It is important to note that the LGA sub-regions utilised in the quantum analysis, referred to within the insights and recommendations section of this Strategy, have been aligned to the Australian Bureau of Statistics boundaries, and may not reflect specific suburbs.

Holistic Approach to Maximising Tennis Infrastructure
TQ is committed to investing in the development and delivery of the sport, and in particular, in tennis infrastructure, with the club and infrastructure network an integral component in connecting communities for generations. The 'Places' element of the current TQ strategy is critically important in optimising and maintaining what we have now, and planning for how we service the significant increase in population into the future.

The National Tennis Infrastructure Planning Resource has been designed to educate, inform and guide tennis facility planning and development of existing facilities and new builds. It provides industry planning and design considerations to support landowners, venue managers, clubs, coaches and design specialists to plan and deliver more sustainable tennis venues across Australia. This Resource consolidates facility development information to ensure tennis facilities are designed and built to meet modern participant and operational requirements.

It is not only important to ensure that assets are well maintained, but well managed and operated to ensure the venues are sustainable and the courts well utilised, inviting and safe (see Appendix 4-6).

When determining how to maximise tennis infrastructure provision and utilisation, there are a number of key considerations that require good planning, innovative strategies, depth of data and insight. The following factors are important considerations collectively to ensure a holistic approach to quality infrastructure planning and development:

1. **Access**
Location and accessibility of courts.

2. **Occupancy**
Court utilisation – to ensure courts are well utilised especially in typically low-demand times.

3. **Sustainability**
Appropriate management and business models - to ensure facilities are financially viable and operate efficiently.

4. **Maintenance**
Current court and facility condition – to determine investment for courts to remain playable, safe and aesthetically inviting.

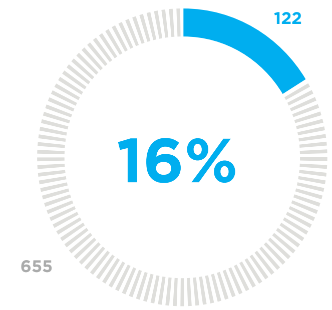
5. **Development (new courts)**
Determining the location of significant gaps in the network that result in limited or no access.

Key Insights & Recommendations

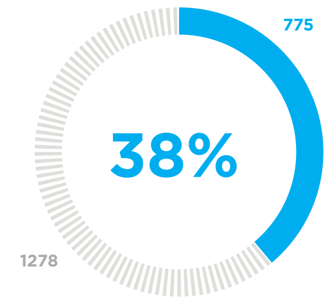
The following presents the key data points, variables and analysis, and combines these to provide a unique insight into the current tennis court supply across the State. Furthermore, recommendations and strategies have been identified, for each LGA to ensure there is sufficient coverage and provision of tennis courts, to meet the demand now and in the future.

State-Wide

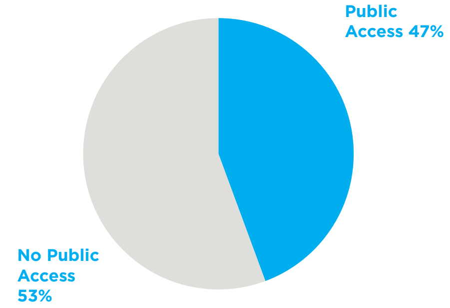
Across Queensland, accessibility varies from 15% up to 76%. Despite many of the courts being available to the public, the booking of these courts can be problematic. Furthermore, when looking from a quantum perspective, an average of 2,300:1 population to court ratio was observed across all 11 LGAs assessed.



Affiliated Venues



Affiliated Courts



Public Accessibility
(Non affiliated venues)

19%

Population Not Currently Serviced by Accessible Courts

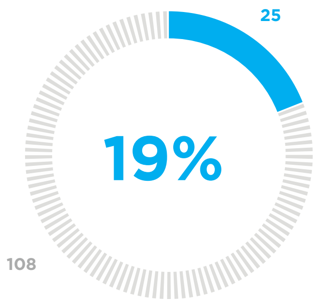
Coverage and Quantum Comparison

LGA	% Affiliated Courts	% Population Not Serviced - All Courts	% Population Not Serviced - Accessible Courts	Population to Court Ratio - All Courts	Population to Court Ratio - Accessible Courts
Brisbane City Council	45%	25.2%	38.8%	2,451	2,971
Moreton Bay Regional Council	27%	2.2%	21.8%	1,708	2,510
City of Gold Coast	23%	2.5%	6.3%	1,139	2,731
Logan City Council	39%	10.0%	29.4%	3,766	6,010
Ipswich City Council	31%	8.4%	39.2%	1,642	2,796
Townsville City Council	37%	6.0%	12.9%	1,802	2,993
Redland City Council	29%	3.6%	11.9%	1,383	2,992
Toowoomba Regional Council	35%	21.8%	23.7%	1,197	1,369
Cairns Regional Council	79%	6.3%	7.3%	2,184	2,352
Sunshine Coast Council	81%	9.9%	17.1%	1,742	2,015
Bundaberg Regional Council	24%	31.0%	36.6%	716	1,230
Total	**38%**	**8.2%**	**19.1%**	**1,438**	**2,348**

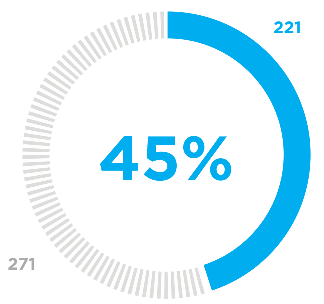
The analysis and data below has been presented according to LGA. The tables and figures indicate:

- The number of people that live in identified regions now (2016) and in 2026;
- The population demographics of children, adults and retirees (60 years and over) in identified regions;
- The number of courts that are accessible to the public in each sub-region;
- Identified areas that don't currently have a plentiful provision of courts; and
- The areas that will face the most rapid change and increase, which from a future population perspective and assuming the same network exists, will place even further stress on the existing club network.

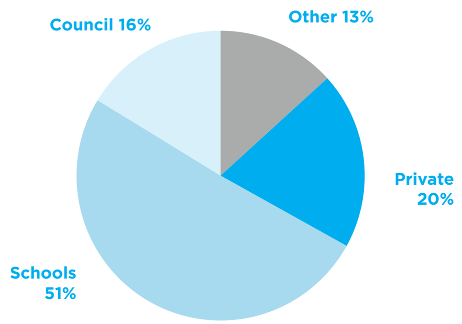
BRISBANE
CITY COUNCIL



Affiliated Venues



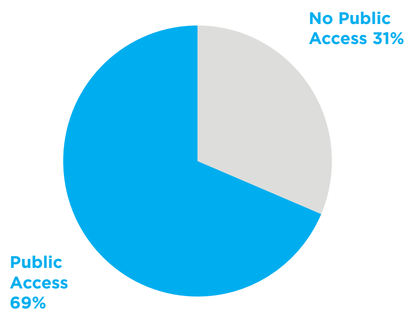
Affiliated Courts



Ownership

5

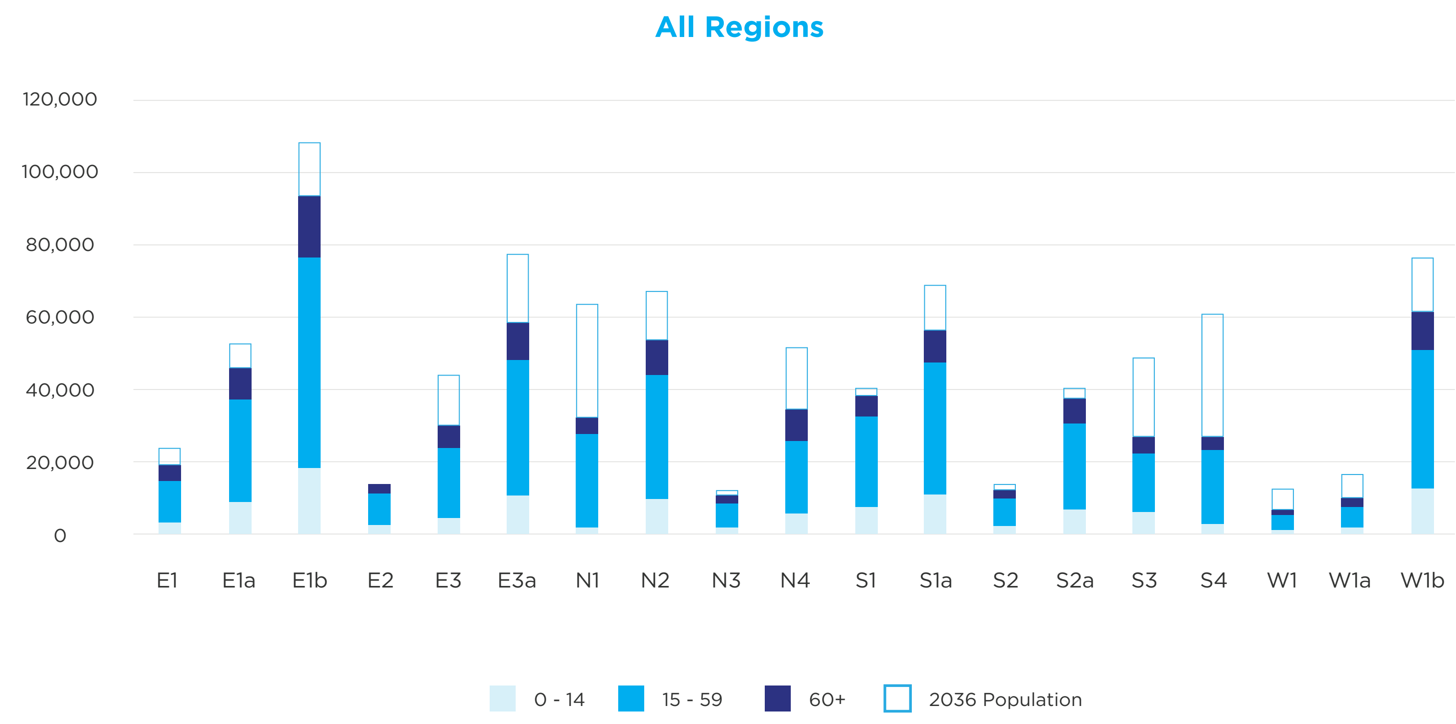
Venues at Risk



Public Accessibility
(Non affiliated venues)

39%

Population Not Currently Serviced by Accessible Courts



In total, 19 regions were identified as having gaps when removing non-accessible courts from the Brisbane City Council network. Gaps, in this instance, mean there are almost no courts within the defined acceptable travel time. Even when using the most conservative methodology, six regions were identified, with the largest regions having more than 30,000 people.

Regional Gaps	Population 2016	Population 2036	Aged 0-14	Aged 25-45	Aged 60+
South 1	38,707	40,448	20%	32.9%	16%
North 1	32,342	63,845	6%	49.6%	15%
East 1	19,253	23,881	18%	26.5%	23%
East 2	13,923	13,719	20%	27.8%	17%
South 2	12,271	13,736	19%	30.0%	18%
West 1	7,054	12,720	21%	22.8%	23%
North 2	53,607	67,173	18%	33.2%	18%
East 1*	45,796	52,902	19%	29.8%	19%
West 1*	10,192	16,727	21%	22.5%	23%
East 1**	93,722	108,405	20%	30.1%	18%
North 3	11,098	12,224	18%	28.5%	21%
East 3	29,949	44,394	16%	31.4%	21%
West 1**	61,659	76,442	21%	29.2%	17%
East 3*	58,319	77,621	19%	32.2%	17%
South 1*	56,591	69,108	20%	32.5%	16%
South 2*	37,857	40,601	19%	28.8%	19%
South 4	26,974	61,107	12%	39.4%	13%
North 4	34,460	52,009	17%	27.3%	25%
South 3	26,953	48,973	22%	27.9%	17%

*extension of original gap

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

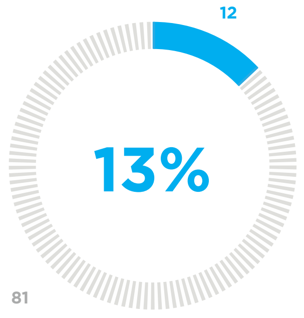
MEDIUM TERM 3-6 years

- Site expansion – Shaw Park
- Site expansion – Morningside
- New development - Carindale
- Site expansion – Wynnum

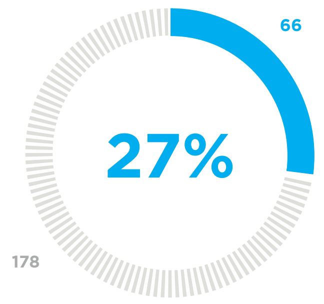
LONG TERM 6 years +

- New development – Rochedale
- New development – Wacol
- New development – Newmarket
- New development – West End

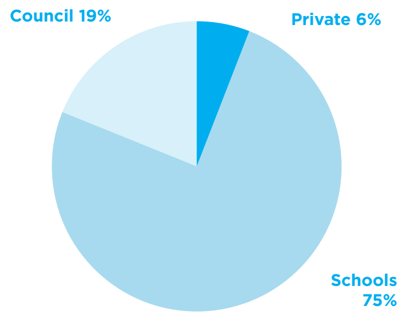
MORETON BAY
REGIONAL COUNCIL



Affiliated Venues



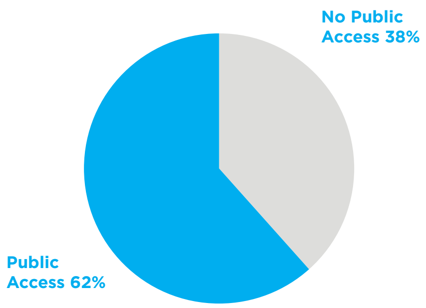
Affiliated Courts



Ownership

4

Venues at Risk



Public Accessibility
(Non affiliated venues)

22%

Population Not Currently Serviced by Accessible Courts

The existing Moreton Bay tennis network, if entirely accessible to the public, would service all but 2% of the population. With a more realistic coverage of the network, when accounting for courts not accessible to the public, this increases significantly to 25%, and equates to over 90,000 people that don't live within a reasonable drive time of a tennis venue. There are four apparent gaps in the network with between 7,000 and 20,000 people not well serviced.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
South 1	9,402	10,903	21.3%	19.8%	17.4%
Central 1	10,777	15,018	27.2%	38.5%	7.1%
Central 2	7,295	9,409	22.9%	29.2%	14.5%
South 1*	19,825	20,003	21.5%	20.8%	18.1%
North 1	811	1,036	21.3%	26.1%	19.4%

*extension of original gap

At a macro level, there is a reasonable level of tennis infrastructure in the region, although access is not evenly distributed. Those that live within a reasonable drive time of a venue are well serviced, although some areas, in particular Narangba-Burpengary, have a low number of courts for the local population, with a population to court ration of 2.5 times more than the region average. North Lakes, Narangba-Burpengary and Caboolture are facing the most rapid change and increase in demand, contributing to about two-thirds of the additional people expected to live in the region by 2026.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Bribie - Beachmere	7	4	6			17	33,613	1,977	38,715	5,102	2,277
Caboolture	5	7	6	12		30	69,426	2,314	86,876	17,450	2,896
Caboolture Hinterland	4	4				8	8,104	1,013	10,354	2,250	1,294
Narangba - Burpengary	10					10	64,693	6,469	84,861	20,168	8,486
North Lakes	11	4	8			23	73,908	3,213	101,805	27,897	4,426
Redcliffe	5	4		12		21	61,229	2,916	68,804	7,575	3,276
Strathpine	7	6				13	38,496	2,961	43,598	5,102	3,354
The Hills District	22	10	12			44	89,224	2,028	99,249	10,025	2,256
Total	**71**	**39**	**32**	**24**		**166**	**438,693**	**2,643**	**534,262**	**95,569**	**3,218**

High Population to Court Ratio   High Growth

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise use of existing courts to meet community needs and abilities

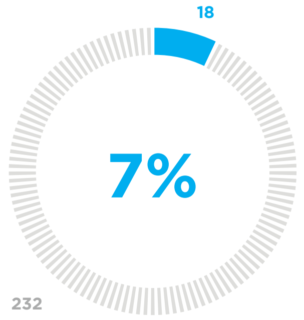
MEDIUM TERM 3-6 years

- Site expansion – Samford
- New development – Narangba

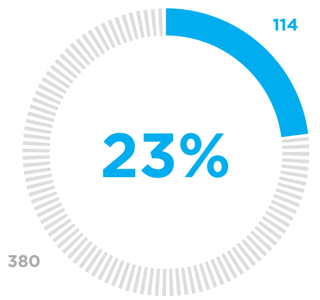
LONG TERM 6 years +

- New development – North Lakes
- New development – Caboolture West
- New development – Petrie
- New development – Brendale

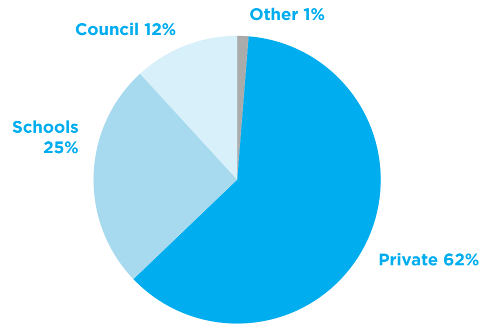
CITY OF
GOLD COAST



Affiliated Venues



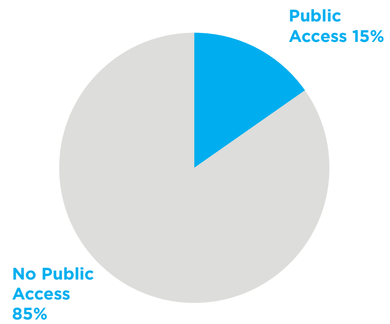
Affiliated Courts



Ownership

0

Venues at Risk



Public Accessibility
(Non affiliated venues)

6%

Population Not Currently Serviced by Accessible Courts

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Broadbeach - Burleigh	4	11	6	30		51	64,491	1,265	74,626	10,135	1,463
Coolangatta	9	3				12	55,141	4,595	62,052	6,911	5,171
Gold Coast - North	3			9		12	68,379	5,698	81,047	12,668	6,754
Gold Coast Hinterland	2					2	4,371	2,186	5,067	696	2,534
Mudgeeraba - Tallebudgera	3	3	5			11	34,504	3,137	38,786	4,282	3,526
Nerang	5		5		20	30	69,402	2,313	83,701	14,299	2,790
Ormeau - Oxenford	12	11	11	12		46	125,111	2,720	191,933	66,822	4,172
Robina	2		6			8	51,508	6,439	56,955	5,447	7,119
Southport	3		11	10		24	61,128	2,547	72,456	11,328	3,019
Surfers Paradise	2	8				10	42,883	4,288	56,722	13,839	5,672
Total	**45**	**36**	**44**	**61**	**20**	**206**	**576,918**	**2,801**	**723,345**	**146,427**	**3,511**

High Population to Court Ratio   High Growth

Based on the drive time analysis, if all courts were publically accessible, the current network has the ability to service the majority of the residents on the Gold Coast, however there are two regions with over 26,000 people that are not well serviced. The gap areas around Nerang (the South 1 region) is the largest identified gap in the network with almost 19,000 people not serviced.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
South 1	7,774	8,767	21.0%	21.2%	18.9%
West 1	18,890	22,200	21.4%	28.1%	17.5%

Although the network has reasonable coverage, many of the residents in the sub-regions Gold Coast-North, Coolangatta, Robina, Gold Coast Hinterland and Ormeau-Oxenford don't have local access to the suite of services available through larger venues. The Ormeau-Oxenford area, in particular, is facing the most rapid change and increase in demand, with more than 66,000 extra people expected to live in the area by 2026, accounting for 45% of the population growth on the Gold Coast.

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities
- New development – Pimpama

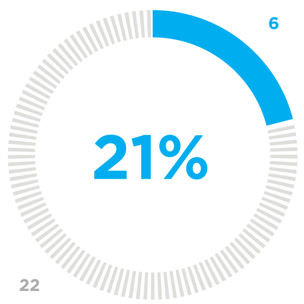
MEDIUM TERM 3-6 years

- Site expansion – Mudgeeraba

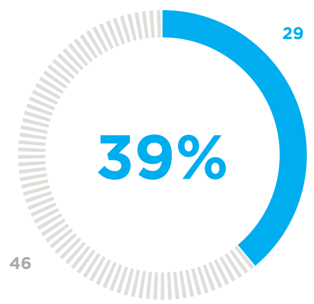
LONG TERM 6 years +

- Site expansion – Runaway Bay
- New development – Ormeau

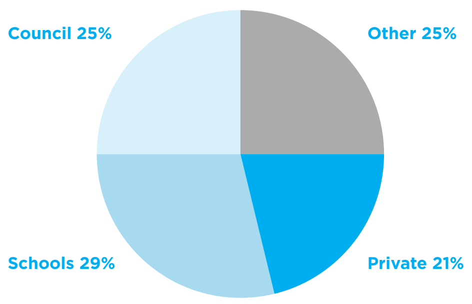
LOGAN
CITY COUNCIL



Affiliated Venues



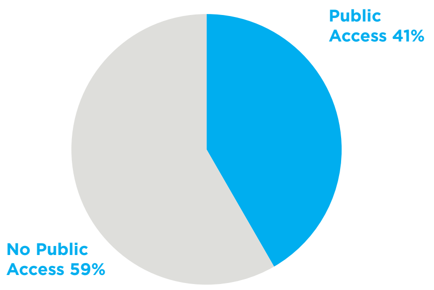
Affiliated Courts



Ownership

1

Venue at Risk



Public Accessibility
(Non affiliated venues)

29%

Population Not Currently Serviced by Accessible Courts

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Beenleigh				12		12	42,205	3,517	49,923	7,718	4,160
Browns Plains	8	4				12	82,568	6,881	96,228	13,660	8,019
Jimboomba			5			5	46,930	9,386	94,484	47,554	18,897
Loganlea - Carbrook		3				3	62,016	20,672	67,313	5,297	22,438
Springwood - Kingston		4				4	80,066	20,017	84,656	4,590	21,164
Total	**8**	**11**	**5**	**12**	**8**	**36**	**313,785**	**8,716**	**392,604**	**78,819**	**10,906**

High Population to Court Ratio   High Growth

The current Logan tennis network would be able to service the majority of the community if all courts were accessible (90% coverage). When removing courts that are not accessible, this coverage reduces to 70%, accounting for over 90,000 people who are not well serviced, from a drive time perspective. The two largest gaps in the network are Central 3 and Central 1* with 50,000 and 20,000 people not well serviced, respectively.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
Central 1	1,809	1,877	34.1%	30.6%	7.3%
Central 2	1,058	2,193	18.3%	20.2%	19.2%
Central 1*	20,586	22,224	26.8%	29.7%	11.5%
Central 3	49,449	63,389	21.9%	20.2%	17.1%

*extension of original gap

From a service capacity perspective, the region is not as well serviced as many others in Queensland, with the least access of the 11 LGAs assessed (population to court ratio of 8.700:1). The regions of Jimboomba, Loganlea-Carbrook and Springwood-Kingston have the least capacity, with these regions each having five or less publically accessible courts available for large populations. The Jimboomba area, in particular, is facing the most rapid change and increase in demand, with almost 50,000 extra people expected to live in the area by 2026, accounting for 60% of the population growth in Logan.

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities
- New development – Waterford

MEDIUM TERM 3-6 years

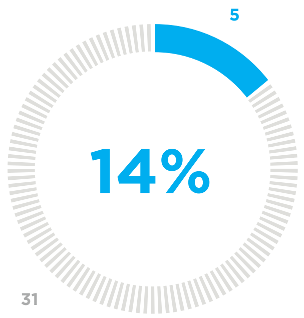
- New development – Yarrabilba
- Site expansion – Jimboomba
- New development – Shailer Park
- New development – Browns Plains
- New development – Springwood

LONG TERM 6 years +

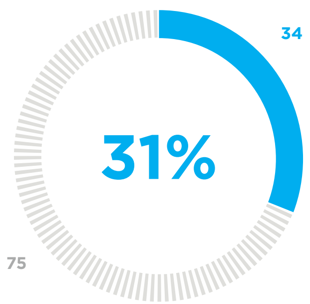
- Site expansion – Beenleigh

IPSWICH

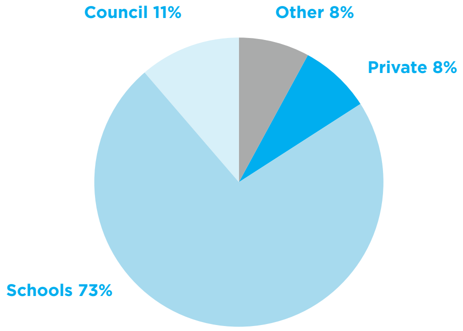
CITY COUNCIL



Affiliated Venues



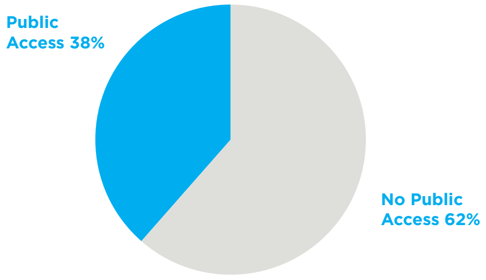
Affiliated Courts



Ownership

0

Venues at Risk



Public Accessibility

(Non affiliated venues)

39%

Population Not Currently Serviced by Accessible Courts

The majority of the tennis infrastructure in Ipswich is located in the Central area. Based on the drive time analysis, the current network has the ability to service the majority of the residents in Ipswich, if all courts were publically accessible. When removing those venues not accessible, there are two regions in Ipswich, which are not well serviced, with the East 1 gap area alone accounting for over 56,000 people.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
East 1	56,028	84,500	27.4%	30.9%	10.5%
North 1	678	1,028	20.7%	19.3%	21.1%

Furthermore, there is a significant shortfall of courts in Springfield-Redbank, therefore, currently; the local community have to travel to the central part of Ipswich to play tennis. Overall for the Ipswich region, the population to court ratio is higher than in many other regions in Queensland. With 170,000 more people living in the region over the 10 year period the network will struggle to cope. The growth area of Springfield-Redbank, which is already under-serviced, will be further under-serviced, while the Ipswich Hinterland area with only 12 courts locally is unlikely to service local demand.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Ipswich Hinter-land	7		5			12	12,109	1,009	28,069	15,960	2,339
Ipswich Inner	2		27	12		41	101,019	2,464	164,311	63,292	4,008
Springfield - Redbank	3					3	87,095	29,032	132,815	45,720	44,272
Total	**12**		**32**	**12**		**56**	**200,223**	**3,575**	**325,195**	**124,972**	**5,807**

High Population to Court Ratio   High Growth

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities
- New development – Springfield
- Site expansion – Inner Ipswich

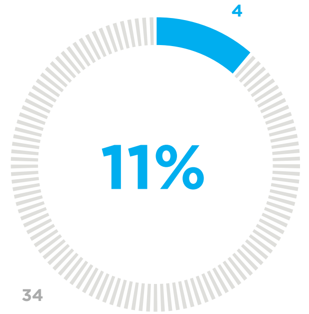
MEDIUM TERM 3-6 years

- New development – Ripley Valley

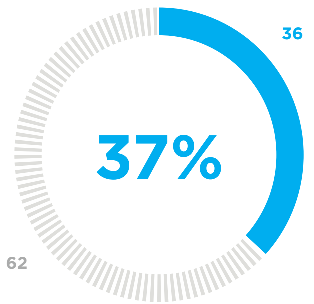
LONG TERM 6 years +

- New development – Collingwood Park

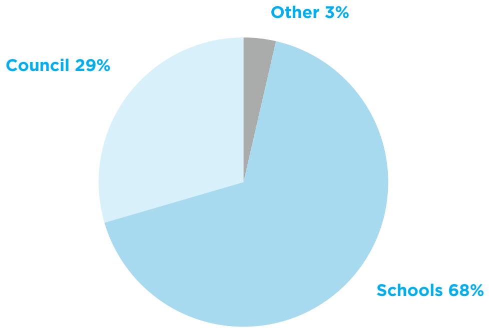
TOWNSVILLE
CITY COUNCIL



Affiliated Venues



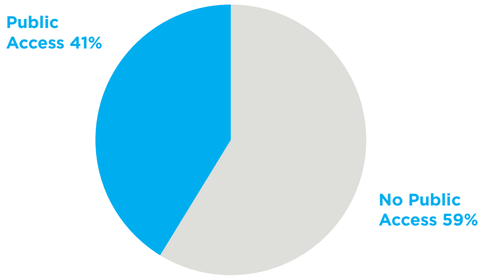
Affiliated Courts



Ownership

0

Venues at Risk



Public Accessibility
(Non affiliated venues)

13%

Population Not Currently Serviced by Accessible Courts

The existing Townsville tennis network, if entirely accessible to the public, would service all but 6% of the population. With a more realistic coverage of the network, when accounting for courts not accessible to the public, this increases to 13%, and equates to about 25,000 people who don't live within a reasonable drive time of a venue. There are three apparent gaps in the network, with the significant gap in the network of the South 1 region, with over 20,000 people not well serviced.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
North 1	299	332	13.1%	16.5%	33.7%
Central 1	2,866	3,363	20.2%	27.5%	20.0%
South 1	20,467	21,936	24.0%	26.5%	16.5%

At a macro level, there is a reasonable level of tennis infrastructure in the Townsville region (98 courts); however only 59 courts are publically accessible. Those that live within a reasonable drive time are moderately serviced, with the population to court ratio 25% higher than the LGA average. As the population increases, this ratio increases to a level well beyond 3000:1, which continues to remain higher than most regions.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Townsville	21	4	8	10	16	59	192,113	3,256	222,346	30,233	3,769

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

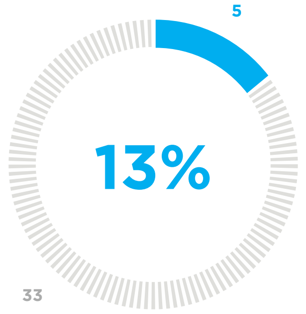
MEDIUM TERM 3-6 years

- Site expansion – Kalynda
- New development – Northshore

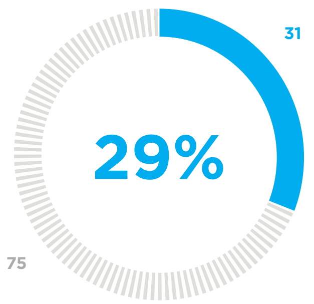
LONG TERM 6 years +

- New development – Rocky Springs

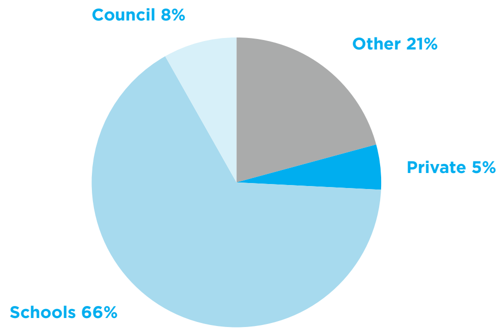
REDLAND
CITY COUNCIL



Affiliated Venues



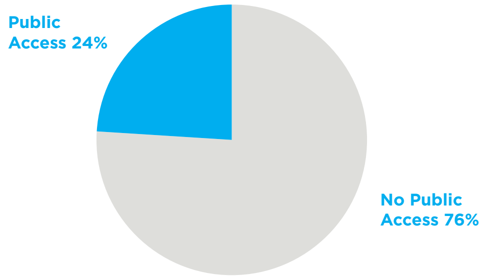
Affiliated Courts



Ownership

1

Venue at Risk



Public Accessibility
(Non affiliated venues)

12%

Population Not Currently Serviced by Accessible Courts

The existing Redlands tennis network, if entirely accessible to the public, would service all but 3% of the population. The more realistic coverage of the network, when accounting for courts not accessible to the public, means that about 11%, or 18,000 people in the region do not live within a reasonable drive time of a venue. The major gap in the network (West 1) has almost 12,000 people not well serviced.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
West 1	11,708	12,411	18.9%	24.6%	20.6%

Those that live within an adequate drive time of a venue are reasonably serviced, although currently the Capalaba region has a very high population to court ratio.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Capalaba	2	4				6	66,471	11,079	69,807	3,336	11,635
Cleveland-Strad-broke	8	12	14	9		43	85,516	1,989	101,187	15,671	2,353
Total	**10**	**16**	**14**	**9**		**49**	**151,987**	**3,102**	**170,994**	**19,007**	**3,490**

High Population to Court Ratio   High Growth

RECOMMENDATIONS

SHORT TERM 0-3 years

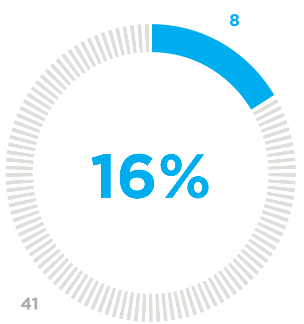
- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

MEDIUM TERM 3-6 years

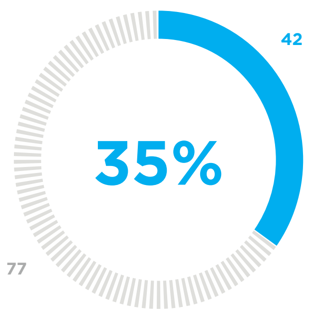
- New development – Capalaba

TOOWOOMBA

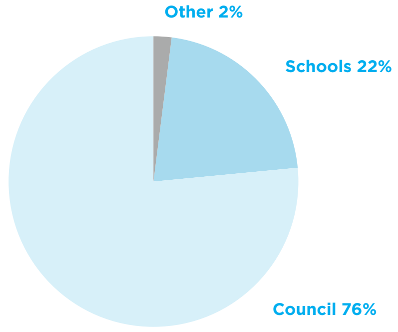
REGIONAL COUNCIL



Affiliated Venues



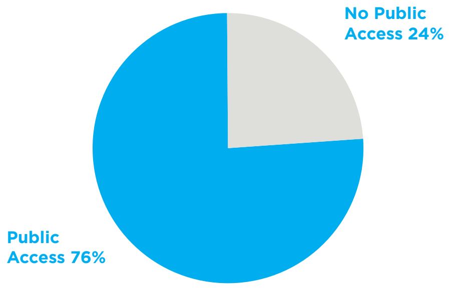
Affiliated Courts



Ownership

0

Venues at Risk



Public Accessibility
(Non affiliated venues)

24%

Population Not Currently Serviced by Accessible Courts

Based on the drive time analysis, the current tennis network has the ability to service about 75% of the residents in Toowoomba, and does not have any significant gaps in the network.

Toowoomba is also one of the best serviced regions of those assessed in terms of quantum. However, the central area is not as well serviced as the outer area from a population to court ratio perspective.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Central	38	15		21		74	152,890	2,066	167,983	15,093	2,270
Outer	14	6	10			30	30,497	1,017	31,825	1,328	1,061
Total	**52**	**21**	**10**	**21**		**104**	**183,387**	**1,763**	**199,808**	**16,421**	**1,921**

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

MEDIUM TERM 3-6 years

- Site expansion – South Toowoomba*

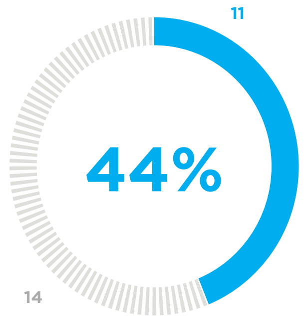
LONG TERM 6 years +

- New development – Charlton*
- Site expansion – Highfields*

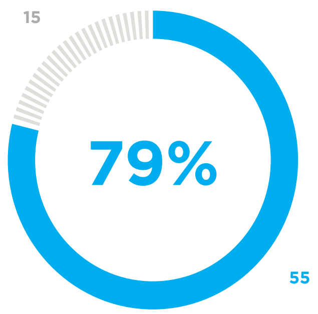
*dependent on future accessibility of other venues and new infrastructure developments, which may impact population growth

CAIRNS

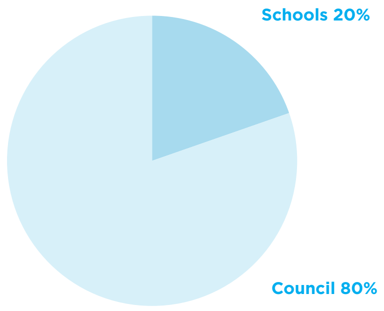
REGIONAL COUNCIL



Affiliated Venues



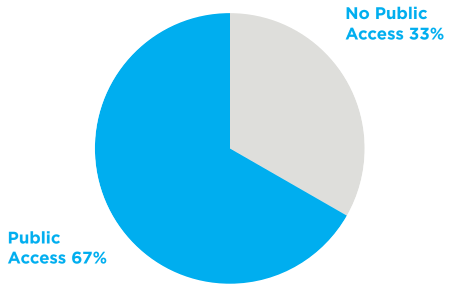
Affiliated Courts



Ownership

3

Venues at Risk



Public Accessibility
(Non affiliated venues)

7%

Population Not Currently Serviced by Accessible Courts

The existing Cairns tennis network, if entirely accessible to the public, would service all but 8% of the population. With a more realistic coverage of the network, when accounting for courts not accessible to the public, only a further 1,000 people do not live within a reasonable drive time of a venue. There is one apparent gap in network in the Gordonvale area. This region has just over 3,000 people not serviced, and this is forecast to increase to over 5,000 people by 2026.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
South 1	3,249	5,050	21.7%	23.4%	24.0%

At a macro level, there is a reasonable level of tennis infrastructure in the region that is accessible to the public. Those that live within an adequate drive time of a venue are reasonably well serviced, although the population to court ratio is higher (3,000:1) in the two most populated sub-regions, North and South, than the 11 LGA average (2,300:1).

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Cairns - North	3	12	5			20	54,554	2,728	65,423	10,869	3,271
Cairns - South	2	15	11	12		40	104,395	2,610	120,349	15,954	3,009
Innisfail - Cassowary Coast	3					3	4,315	1,438	4,514	199	1,505
Total	**8**	**27**	**16**	**12**		**63**	**163,264**	**2,591**	**190,286**	**27,022**	**3,020**

RECOMMENDATIONS

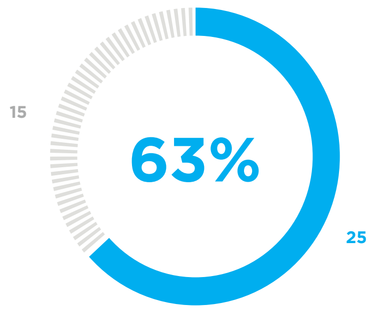
SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

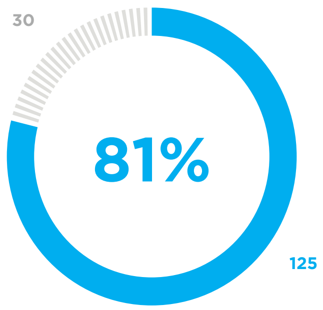
MEDIUM TERM 3-6 years

- Site expansion – Trinity Beach
- New development – Gordonvale
- Site expansion – Edmonton

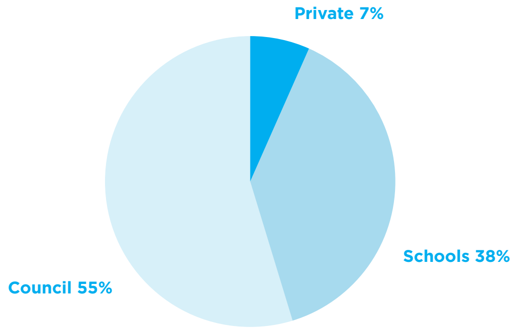
SUNSHINE COAST
COUNCIL



Affiliated Venues



Affiliated Courts



Ownership

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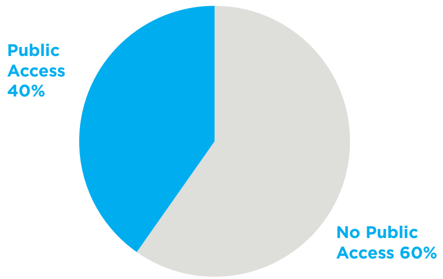
Venues at Risk



Public Accessibility
(Non affiliated venues)

17%

Population Not Currently Serviced by Accessible Courts

The existing Sunshine Coast tennis network, if entirely accessible to the public, would service all but 10% of the population. The more realistic coverage of the network, when accounting for courts not accessible to the public, means that 17% or just over 50,000 people in the region do not live within a reasonable drive time of a venue. There are five apparent gaps in the network, with the three largest gap areas of Central 1, East 1 and South 1 regions. These gaps have between 5,000 to 9,000 people not well serviced.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
South 1	5,313	6,664	19.9%	24.4%	23.8%
South 2	867	1,164	17.5%	20.8%	27.2%
East 1	7,213	8,582	16.8%	21.1%	28.6%
Central 1	8,736	10,501	20.8%	23.3%	21.0%
West 1	1,486	1,781	17.9%	17.7%	27.2%

At a macro level, there is a reasonable level of tennis infrastructure in the region that is accessible to the public. Those that live within an adequate drive time of a venue are reasonably well serviced, although the Maroochy region currently has the highest population to court ratio. This will increase as the population grows, with more than 36,000 extra people expected to live in this sub-region by 2026, accounting for 40% of the population growth on the Sunshine Coast. The Caloundra region with its significant population growth will also have a higher population to court ratio than many areas.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Buderim	2	4	6	10		22	56,284	2,558	66,526	10,242	3,024
Caloundra	1			10	20	31	82,926	2,675	119,175	36,249	3,844
Maroochy			12			12	58,359	4,863	70,439	12,080	5,870
Nambour	9	14	5	10		38	43,662	1,149	54,834	11,172	1,443
Sunshine Coast Hinterland	11	14	6			31	50,898	1,642	70,139	19,241	2,263
Total	**23**	**32**	**29**	**30**	**20**	**134**	**292,129**	**2,180**	**391,191**	**88,984**	**2,919**

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

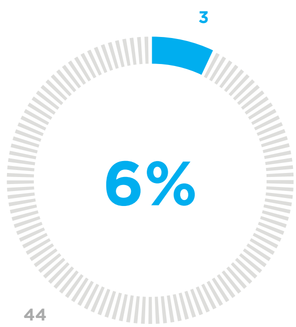
MEDIUM TERM 3-6 years

- New development – Caloundra
- Site expansion – Coolum
- Site expansion – Maroochydore

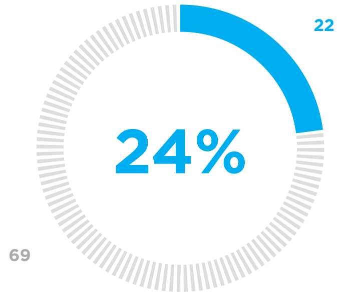
LONG TERM 6 years +

- New development – Beerwah/Glasshouse Mountains

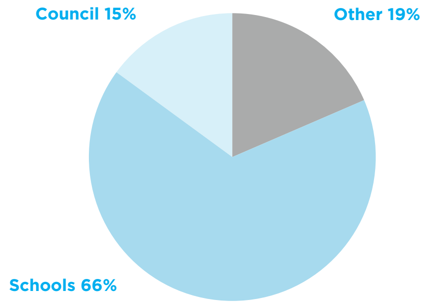
BUNDABERG
REGIONAL COUNCIL



Affiliated Venues



Affiliated Courts



Ownership

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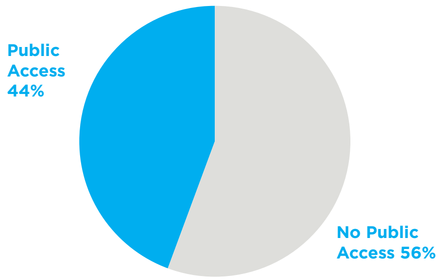
Venues at Risk



Public Accessibility
(Non affiliated venues)

37%

Population Not Currently Serviced by Accessible Courts

The existing network in Bundaberg, if entirely accessible to the public, does not currently service almost one-third of the population, equating to about 30,000 people. When removing those venues not accessible, this increases to 35,000 people not serviced. There are six apparent gaps in the Bundaberg tennis network, with each region having between 500 and over 9,000 people not serviced. The East 1 area has the most significant number of people not serviced, and should be the area of focus.

Regional Gaps	Population 2016	Population 2026	Aged 0-14	Aged 25-45	Aged 60+
South 1	589	661	21.4%	18.7%	21.6%
North 1	733	762	20.1%	20.8%	21.7%
East 1	9,045	10,946	18.7%	19.9%	33.3%
West 1	513	546	17.1%	17.7%	32.6%
North 2	509	571	18.6%	13.8%	32.0%
West 2	3,027	3,485	18.2%	18.8%	25.9%

At a macro level, there is a reasonable level of tennis infrastructure in the region, although not optimised in terms of location. Those that live within a reasonable drive time of a venue are well serviced.

Number of Courts by Sub-Region and Venue Size – Accessible to the Public Only

LGA Sub-Regions	1-2 courts	3-4 courts	5-8 courts	9-12 courts	13+ courts	Total Courts	Population (2016)	Population to Court Ratio (2016)	Population (2026)	Population Growth (2016-26)	Population to Court Ratio (2026)
Bundaberg	26	7	7	11		51	89,276	1,751	100,473	11,197	1,970
Burnett	4					4	5,177	1,294	5,509	332	1,377
Total	**30**	**7**	**7**	**11**		**55**	**94,453**	**1,717**	**105,982**	**11,529**	**1,927**

RECOMMENDATIONS

SHORT TERM 0-3 years

- Accessibility - public courts
- Lighting - public courts
- Accessibility - state school courts
- Lighting - state school courts
- Investment into upgrading surface and facility quality
- Maximise activation of existing courts to meet community needs and abilities

SUMMARY

The outlined recommendations will inform strategic investment and future decision making in Queensland tennis infrastructure, and provide specific LGA infrastructure plans for future consideration and implementation.

The table below shows the identified locations across the target LGAs for site expansions and new developments.

LGA	Site Expansion Locations	New Development Locations
Brisbane City Council	Wynnum Morningside Shaw Park	Carindale Rochedale West End Newmarket Wacol
Moreton Bay Regional Council	Samford	Narangba Petrie North Lakes Caboolture West Brendale
City of Gold Coast	Runaway Bay Mudgeeraba	Ormeau Pimpama
Logan City Council	Jimboomba Beenleigh	Waterford Springwood Yarrabilba Shailer Park Browns Plains
Ipswich City Council	Inner Ipswich	Springfield Ripley Valley Collingwood Park
Townsville City Council	Kalynda	Northshore Rocky Springs
Redland City Council	N/A	Capalaba
Toowoomba Regional Council	South Toowoomba* Highfields*	Charlton*
Cairns Regional Council	Trinity Beach Edmonton	Gordonvale
Sunshine Coast Council	Coolum Maroochydore	Caloundra Beerwah/Glasshouse Mountains
Bundaberg Regional Council	N/A	N/A

*dependent on future accessibility of other venues and new infrastructure developments, which may impact population growth

In summary, the analysis and subsequent recommendations outlined will provide additional tennis playing and participation opportunities for local communities ensuring equitable access for all users to the sport. Ensuring facilities are well maintained and managed and offer a variety of programs and services will cultivate community activity, activate spaces and encourage more Queenslanders to be active and healthy, in a society where physical activity is on the decline.

STATEWIDE RECOMMENDATIONS

1. Accessibility Strategy

- Prioritise access to existing infrastructure within identified network gaps
- Investigate access opportunities to service those who do not live within the current catchment of the network
- Develop a local strategic approach with existing venues with no public access, in partnership with the relevant LGA and in consultation with the local community, where appropriate

2. Occupancy Strategy

- Develop local area partnerships to maximise utilisation of existing affiliated facilities, especially in low-demand times

3. Sustainability & Maintenance Strategy

- Evaluate appropriate management and business models to ensure financial viability and functionality of existing venues
- Assess and monitor facilities and courts, where possible, to ensure venues are well maintained and fit for purpose
- Optimise and maintain current facilities, while planning how to service the significant increase in population in the future

4. Site Expansion Strategy

- Expand existing venues to improve local access to the suite of services and plan for projected population growth in identified areas.
- 16 projects have been identified across 9 LGAs

5. New Development Strategy

- Invest in new infrastructure to improve local access to tennis services and reduce potential strain on existing venues when considering future population growth in identified areas (see table)
- Identify opportunities and shared outcomes for sport and the local community
- 27 projects have been identified across 10 LGAs

APPENDICES

Appendix 1 - Why Tennis is a Unique Proposition?

Tennis has a number of key attributes, which make the sport very appealing to both participants and the broader community. These include:

- Easily accessible - significant network of facilities and clubs
- Played all year round and on various surfaces
- Delivered by professionals and facilitated by volunteers
- Inclusive sport - gender, age, ability, ethnicity
- Covers a large proportion of the physical activity spectrum – active recreation through to elite sport
- Well known and familiar - most people have experienced tennis
- Appeals to multiple drivers - social, fitness, competition, relaxation, attending major events
- Global stars and events – the success of the Australian Open and Brisbane International Tournaments
- A deep and respected heritage within the Australian sports industry

In isolation, none of these attributes are unique to the sport of tennis; many other sports can lay claim to a selection of these. However, tennis is unique in that it encompasses all of these attributes.

Appendix 2 – Social Return on Investment

SOCIETAL RETURN ON INVESTMENT

INVESTMENT IN TENNIS DELIVERS FAR BEYOND INFRASTRUCTURE AND PARTICIPATION OUTCOMES TO PROVIDE LASTING POSITIVE IMPACTS ON LOCAL COMMUNITIES.

Tennis Australia appointed Victoria University's Institute of Sport and Health to undertake research to determine the societal value to Australian communities. Every dollar invested in to community tennis delivers up to $5.16 in economic, health, and social outcomes in communities.

With a focus on community based tennis, the research compared financial and volunteer investments in to tennis with the outcomes reported by participants.

The benefits include:

- increases in productivity at work and home.
- improved health status of participants and enhanced social capital in communities.

ECONOMIC OUTCOMES

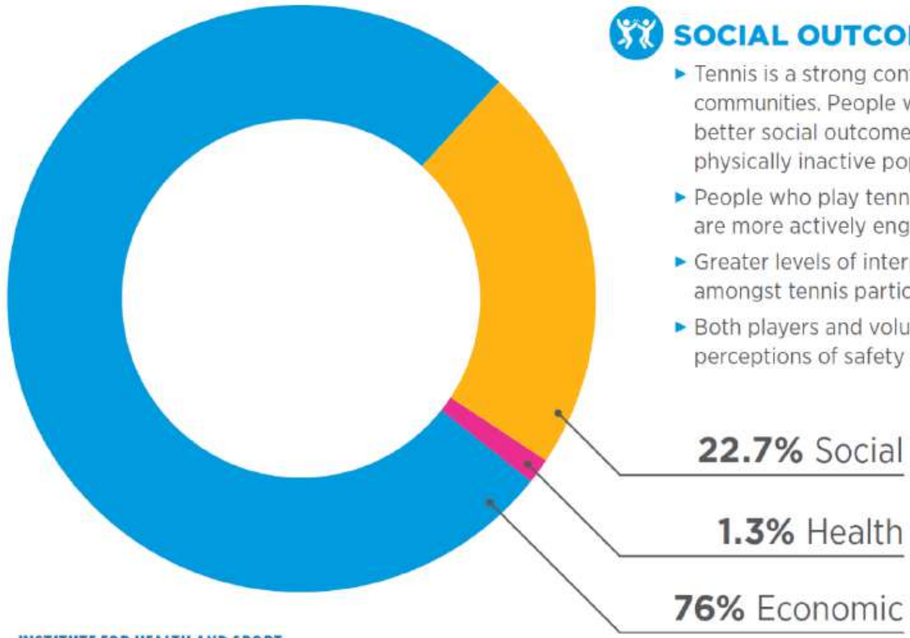
- Tennis generates significant economic activity in the community through expenditure by state and territory member associations, tennis clubs and centres, and by individual participants, spectators, and volunteers.
- Increased productivity, and improved health achieved through participation in tennis as a volunteer or participant generates significant cost savings to government health budgets, through reduced health care costs.

HEALTH OUTCOMES

- People who play tennis report better self-assessed general health than non-tennis participants.
- This reported spike in both physical and mental health results in increased productivity at work and home.

SOCIAL OUTCOMES

- Tennis is a strong contributor to social capital in communities. People who participate in tennis report better social outcomes when compared to the physically inactive population.
- People who play tennis are more likely to volunteer and are more actively engaged in their local communities.
- Greater levels of interpersonal trust are reported amongst tennis participants.
- Both players and volunteers reported greater perceptions of safety than non-tennis participants.



INSTITUTE FOR HEALTH AND SPORT
VICTORIA UNIVERSITY
MELBOURNE AUSTRALIA

tennis

Appendix 3 - Critical Success Factors of Tennis Venues

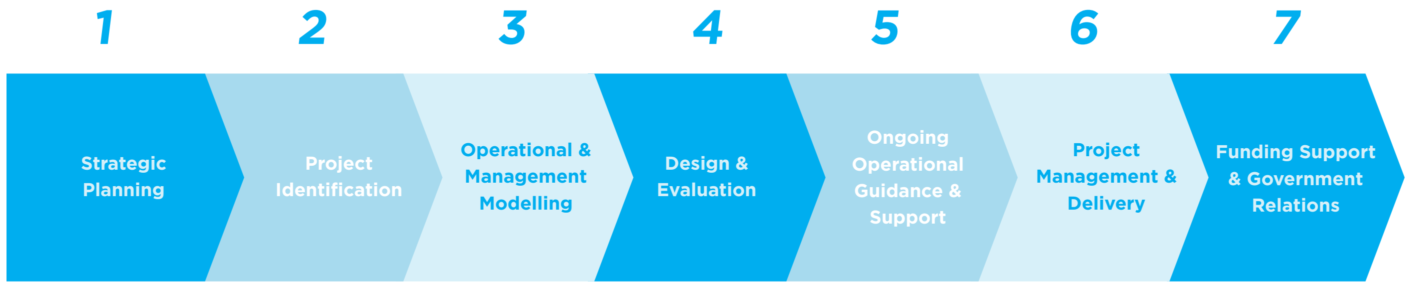
Different venues play different roles within the overall tennis venue network. There are some critical elements of the network that need to be understood when assessing and determining the optimal network to service both current and future demand. The summary below is a general guide and rule of thumb, however we are mindful that some venues could play a different role within the network depending on their unique circumstances, and that of the local area.

Number of Courts	Role in the Network	Network Optimisation & Sustainability Challenge
1-2	Only able to service social play/ existing players – no/very limited programs, coaching or competition	Only service the very local community, and are either reliant on a private owner, school or Local Government to maintain (i.e. limited ability to generate revenue)
3-4	Can sustain some programming and coaching but only modest, and unlikely to be easily handed over from one operator to another	Have a larger catchment than 1-2 court venues but still local and need a strong, unique proposition to be sustainable – often dependent on a quality deliverer or operator
5-8	The minimum number of courts able to provide a holistic offer to the community Can be run profitably and service all types of participants	Larger venues have greater scope to generate regular on-going revenue by offering far more than just court hire. As with all venues, sustainability will be dependent on a range of factors including location, local competition, quality of offer, suite of products/programs, reputation, marketing/ promotion, business model etc. For venues of this size, there is sufficient scale to ensure sustainability (subject to other factors). These venues also play a critical role as 'feeders' to the smaller venues (the larger clubs recruit and teach, and then those participants can utilise the smaller venues)
9-12	A hub for tennis in the area	
13-16	A hub for tennis is the region	
17+	A hub for tennis in the State	

Appendix 4 - 7 Stages of Project Planning and Delivery

The flowchart below ensures that each project aligns with the appropriate strategies and is supported by the right venue management model.

The process also demonstrates the continuous support required to complete the project and the importance of the relationship between Tennis, the facility and the relevant stakeholders.



Appendix 5 – Facility Occupancy & Venue Management

Leases & Occupancy
Tennis has been able to establish a positive and collaborative relationship with local governments across the country; the owner of more than 85% of tennis facilities. Traditionally, guidance to councils has been limited to lease and occupancy agreements, however there is now an opportunity to work with local governments to achieve greater participation goals and grow the sport in each of the State's communities. In order to get more people on court, Tennis is expanding the scope of its lease and occupancy agreements to include strategies that help drive participation.

By expanding recommendations to include strategies around programming and on-court initiatives, through to operations and business development opportunities, Tennis is enhancing the support of sustainable operations across the country.

Setting clear objectives across the peak body, local governments and deliverers will allow for targeted resource development, improved guidance and specialist support and training for the club and delivery network. Incorporating regular reporting and planning will also keep councils informed and deliverers accountable.

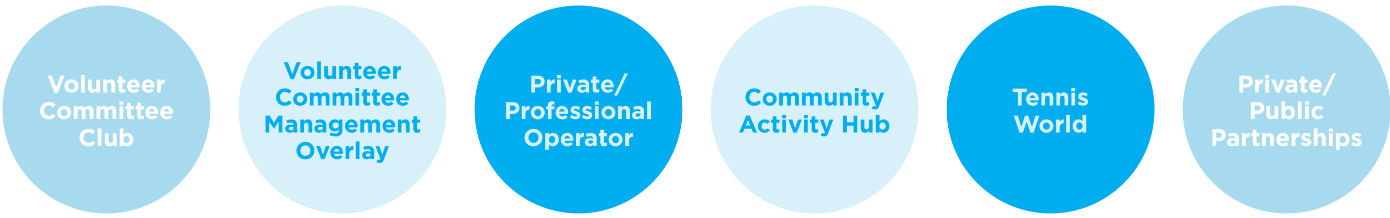
Venue Management
Quality venues are vital to the growth of the sport. Importantly, these venues need to be sustainable; the key to this is strong participation and usage along with effective management systems, procedures and policies. Strong management practices and techniques are marked by quality customer experiences and ongoing participation, effective reporting and accountability to key stakeholders, asset management and maintenance as well as business planning, strategic planning and budgeting processes.

Increasing areas of compliance are becoming the norm across all levels of the sport. As asset owners, state and local governments are now expecting regular maintenance of facilities, regular reporting and increased compliance. In response to this, Tennis provides resources and tools for planning, budgeting and industry benchmarking necessary for supporting successful operations.

However, the growing expectation on clubs is placing an ever-increasing demand on the time, skills and expertise of local volunteer committees. As a result, the sport is facing a decline in volunteers, with committee succession planning becoming a key issue moving forward. Therefore, creating an appropriate venue management model and ongoing system of assistance has become a priority for Tennis.

Scalable Models for Tennis Delivery
Given that every community is unique and has different needs and expectations, there is no 'one size fits all' model for tennis venue management. What meets the needs of one may not suit another; each venue may have different outcomes based on size and location, which means LGAs, may have multiple management models operating across venues.

With this in mind, the following management models have been identified as showing scalable structures, systems, and procedures that can deliver best practice across a range of venues. Each of the models have specific strengths and deliverables and have the capacity to meet the requirements of tennis venue management.



While Tennis understands there may be other management models operating within the industry, the above highlight the general rule of available models that are governed and managed through Tennis or are supported for meeting the needs of their communities.

Some of the models have a number of different providers that meet the description and while we don't necessarily endorse any sole provider, Tennis endorses and supports business models that benefit all interested parties in the delivery of the sport.

Appendix 6 - Court Tech Assistance

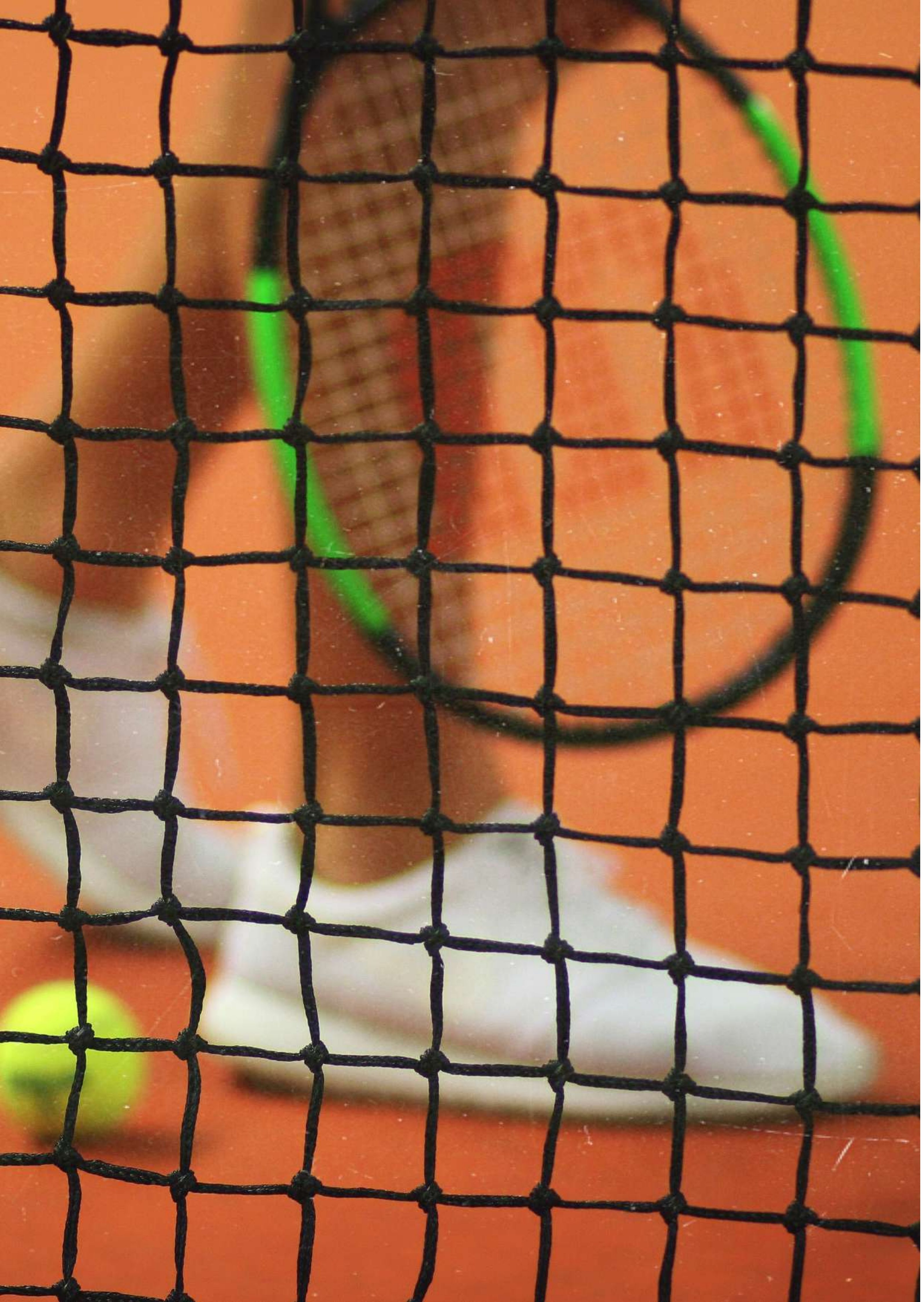
What Services Can Tennis Offer?
Court Tech is an in-house technical service department of TQ, which has been servicing affiliated tennis clubs and associations for almost 15 years. In addition, TQ has a long history of providing expert advice to both local and state governments.

From simple enquiries such as recommended tennis court dimensions through to the project management of the design and construction of new courts or complexes, Court Tech has a range of services.

Services include:

- Planning advice for the layout of individual tennis courts through to site master planning for large commercial tennis centres or facilities with similarly constructed sports courts (such as netball, basketball and volleyball)
- Inspections of existing courts, identification of any problems and the provision of rectification advice, as well as ongoing maintenance planning advice
- Assessment of existing lighting levels and improvement advice
- Court surfacing options and selection advice
- Fencing, lighting and court equipment production options and selection advice
- Quantity surveyor certified cost estimates to support funding applications
- Design reviews and advice (of designs prepared by local or state government entities, or by other consultants)
- Preparation of tender documentation (drawings, specifications, pricing schedules, etc.) to ensure quotations received are based on the same scope of works
- Tender reviews and recommendations
- Project management service for the design and construction/upgrade of new courts and associated facilities

Project management service includes:
- Project scope/brief development/initial site planning
- Interpretation of Geotechnical (Soil Study) Reports
- Preparing budget estimate/s
- Advice and assistance to engage specialist design consultants
- Overseeing and reviewing designs and tender documentation prepared by specialist design consultants
- Contractor selection and management of the tendering process
- Tender reviews and recommendations
- Monitoring contractors during construction (in conjunction with specialist design consultants)
- Practical Completion and Defects Inspection Reports



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QUEENSLAND TENNIS FACILITIES STRATEGIC PLAN

2028

Version 2