

CITY OF MELVILLE TENNIS STRATEGY 2022



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Glossary

ABS: Australian Bureau of Statistics

ATC: Applecross Tennis Club

Ausplay: A national scale population tracking survey funded and led by Sport Australia

BAMP: Building Asset Management Plan

BGTC: Blue Gum Tennis Club

BTC: Bullcreek Tennis Club

CBP: Corporate Business Plan

CFG: Community Facility Guidelines

ClubSpark: An online tool to simplify club administration duties produced by TA.

CNLP: Club Night Lights Program

CP: City Policy

CSRFF: Community Sport and Recreation Facilities Fund

CoM: City of Melville (City)

CPTED: Crime Prevention Through Environmental Design

DBCA: Department of Biodiversity, Conservation and Attractions

DLGSC: Department of Local Government, Sport and Cultural Industries

KTC: Kardinya Tennis Club

LAMP: Lighting Asset Management Plan

LED: Light Emitting Diode

LGA: Local Government Authority

LTFP: Long-Term Financial Plan

MPTC: Melville Palmyra Tennis Club

PLAWA: Parks and Leisure Western Australia

POS: Public Open Space

PS: Primary School

SCP: Strategic Community Plan

SHS: Senior High School

SSA: State Sporting Association

TA: Tennis Australia – Peak National Sporting Body

TC: Tennis Club

TW: Tennis West – State Sporting Association

UTR: Universal Tennis Rating

UAT: Universal Access Toilet

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Executive Summary

Purpose / Vision

The intention of the Tennis Strategy (Strategy) is to provide clear direction for the provision of tennis, and associated infrastructure within the City of Melville (City), ensuring the long-term sustainability for clubs and public tennis infrastructure by delivering and managing resources in an effective and efficient manner.

The strategy is to also be closely aligned to key City of Melville strategic planning documents and frameworks to ensure the strategy recommendations are contributing to wider City of Melville goals and priorities.

Several critical influencing factors are pertinent to the strategy:

- There are a variety of influencing documents produced by the City of Melville (the City), Peak bodies of the sport (Tennis Australia - TA and Tennis West - TW) and State Government. Many have direct relevance to the development of the strategy. More recent guidelines and strategic plans contain aspirational objectives and requirements which require interpretation at the local government level and a clear delineation of roles and responsibilities if they are to be achieved.
- The capability of clubs to manage and enhance current assets varies significantly within the City. Investment is required on an ongoing basis to replace and continually improve facilities to meet contemporary standards. This can often put a strain on volunteer resources and as a minimum support is required to assist clubs in applying for grant assistance, self-supporting loans, commercial opportunities, or other initiatives.
- There has previously been the assumption that the level of tennis infrastructure within the City is excessive and needs to be rationalised. The development of the strategy enables the validity of that assumption to be challenged and the future role of club and public tennis infrastructure to be clarified.
- The emergence of other initiatives currently being developed by TA / TW which is changing the approach to the delivery of tennis and capturing valuable data which can underpin future priorities for investment in tennis infrastructure.

The research confirmed that the current level of provision across the City is high in comparison to neighbouring local government areas. In comparison to industry benchmarking and demand assessments it was also evident that the City provides a comparatively high level of tennis courts and clubs per head of population. The City tennis infrastructure is however filling a gap in the current under-provision of tennis infrastructure immediately to the south of the City (within the City of Cockburn) where there is a deficit of club-based infrastructure. There are facilities to the east and west of the City that provide similar services and potentially overlapping catchments. Nevertheless, the City has experienced growth across all tennis clubs because of a more proactive approach by both TW and the clubs, particularly in the past three years. Each of the clubs provide extensive tennis coaching programs through dedicated trained and qualified coaches.

In assessing the need for additional court provision, a case is not proven, although on an individual basis there could be justification for changing the court surface or increasing court availability. This however would need to be the subject of a detailed business case to prove the need for investment. It is recognised that current court provision in some areas requires immediate upgrade and / or resurfacing. Kardinya Tennis Club and public tennis infrastructure are identified as areas which require immediate investment to maintain a good quality level of service to the local community.

A stakeholder and community engagement process clarified the value of current tennis infrastructure within the City with 836 online responses received, many of those in favour of retaining and developing tennis infrastructure but expressing the need to upgrade tired and aged facilities (including the addition of floodlighting and improving disability access). A common thread was that the sport could be played at all ages and all-year round, providing a valuable social and active participation opportunity to residents. Additional engagement with COM Tennis Clubs and Tennis West also took place in late 2022 to discuss the recommendations in more detail and this updated strategy is reflective of these discussions.

Currently there are three relatively successful clubs in the City (Blue Gum, Bullcreek and Applecross). Kardinya Tennis Club has seen a growing membership, but the court infrastructure is in immediate need of resurfacing and a plan to be put in place to gradually upgrade associated infrastructure. Melville Palmyra is seeking to diversify its revenue streams and has recently installed Padel courts which has introduced another potential income stream and potentially opened up the facility to a different market while enhancing the clubs long term viability.

All of the clubs have adopted or are in the process of adopting the TA / TW ClubSpark program which establishes sound business practices and provides benchmarking information related to governance, strategic planning, performance and participation. The gradual implementation of the ClubSpark program will enhance each club's business planning processes against which the City can measure performance relative to investment / commitment made in providing each club with a lease / license. Initiatives such as book-a-court will also assist in generating additional income from social / casual use of the courts. This needs to be tied into an appropriate charging policy which reflects the true value of maintain the court asset and investing in club activities. Tying this to an annual review and reporting process will assist in improving relationships and communication across clubs and through TW with the City. This can also assist in ensuring on an ongoing basis that the most appropriate management solutions for each club are in place which provide surety that the responsibilities for upgrading and managing investment in improving current court infrastructure is protected.

In respect of other tennis infrastructure, it is evident that hit-up walls provide a multi-functional use and are key to providing opportunities to experience or practice the sport while also providing opportunities for casual participation in other sports (i.e. cricket, football, basketball, netball etc.). Isolated tennis courts provide a valuable asset for casual use, but it is not evident currently whether the usage is high. Most of this infrastructure would be best re-aligned to multi-functional use when they reach the end of their useful life.

Section 8 on page 39 captures all the research and outcomes from the consultation process in providing 20 recommendations related to future planning, roles, and responsibilities. The strategy does not have a budget commitment aligned to the recommendations but is reliant on developing more effective relationships and partnerships between the clubs, TW, and the City. The ongoing viability of infrastructure is focussed primarily on generating a suitable income level to sustain the current infrastructure and ensuring that the appropriate management model is in place to guarantee this provision. Critical to all of this is the continuation of effective business planning processes which are underpinned by increasing general community access / use, an annual reporting / review process; open dialogue on priorities for investment and the development of a clear business case if investment is to be sought for facility development / enhancements through the City and / or other grant funding organisations.

1. Introduction

1.1 Strategy Purpose / Vision

The intention of the Tennis Strategy (Strategy) is to provide clear direction for the provision of tennis, and associated infrastructure in line with community needs within the City of Melville (City), ensuring the long-term sustainability for clubs and public tennis infrastructure by delivering and managing resources in an effective and efficient manner.

The strategy is to also be closely aligned to key City of Melville strategic planning documents and frameworks to ensure the strategy recommendations are contributing to wider City of Melville goals and priorities.

1.2 Context

The City has five tennis clubs within its boundaries, with varying participation rates, condition and facility offerings and programs. The clubs, listed below are an integral part of the development of the Strategy:

- Blue Gum Park Tennis Club (Identified as a Tennis West Regional Centre);
- Applecross Tennis Club;
- Bullcreek Tennis Club;
- Kardinya Tennis Club; and
- Melville Palmyra Tennis Club.

In addition to the club facilities, the City has several other public tennis courts which provides a level of service to the wider community. These include:

- Bridgewater Tennis Courts, Applecross
- Mandala Tennis Courts, Bateman
- Point Walter, Bicton
- Peter Ellis Park, Leeming

The detailed methodology for the project is outlined in Figure 1 below:



Figure 1: Methodology for the development of the City of Melville Tennis Strategy

The report is structured in accordance with the outputs from the methodology.

2. Influencing Documents and Considerations

This section identifies the critical considerations identified through a review of relevant documents produced by the City, State Government, Tennis West (State Sporting Association – SSA) and Tennis Australia (Peak Body). In particular the review focussed on the strategic context and guidance for the development of tennis infrastructure within the City of Melville. This section references the key implications for both the provision of tennis infrastructure within the City and the implications for the growth and development of individual clubs.

2.1 City of Melville Strategies and Informing Documents

The most critical documentation under which the City of Melville sets the future direction is the Integrated Planning and Reporting Framework which consists of:

- Strategic Community Plan (SCP) 2020-2030 – City of Melville.
- Corporate Business Plan (CBP) 2020-2024 - City of Melville
- City of Melville Long-Term Financial Plan (LTFP) 2013/14 to 2022/23.

The SCP is the long-term overarching document that sets out the community’s vision and aspirations along with key strategies and actions that will guide its delivery. The document references a range of objectives and associated mechanisms for delivering against these. The most critical to the development of tennis infrastructure is the commitment to the following:

- The City will need to provide high quality, well-designed, safe, and accessible tennis facilities that will meet the current and future needs of the community.
- The condition of assets is assessed through technical assessments and also from a user perspective.
- Available financial resources which are planned for in the 10 Year Long Term Financial Plan and guides the annual budget.

The CBP aligns with the SCP and specifically references investment in community facilities to ensure they can meet the principles of being fit-for-purpose and capable of providing opportunities for all to live a healthy lifestyle; address ongoing environmental and operational sustainability through appropriately planned and managed facilities; and provide an opportunity to attract investment and spend (as far as practicable).

The LTFP does not currently commit significant resources to the upgrade, improvement, resurfacing and /or replacement of tennis infrastructure except for ongoing asset management commitments.

City of Melville Vision and Mission

Our Vision

“Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future.”

The City of Melville’s purpose is set out in the Local Government Act 1995 (Section 1.3 (3) Role of the Local Government):

“In carrying out its functions, a local government is to use its best endeavours to meet the needs of current and future generations [in its district] through an integration of environmental protection, social advancement and economic prosperity.”

Our Mission

To provide good governance and quality services for the City of Melville community.

The City of Melville Corporate Business Plan 2020-2024 identified 6 key priority areas of focus for the City:

Our Key Priorities 2020-2024

The following six key priority areas of focus have been identified as critical in achieving community aspirations.

Priority 1
Ensure the improvement and sustainability of our environment.



Priority 4
Support healthy lifestyles and wellbeing.



Priority 2
Improve the approach for diverse and sustainable urban development and infrastructure.



Priority 5
Ensure long term financial sustainability.



Priority 3
Empower the voices of our diverse community by strengthening engagement.



Priority 6
Encourage local economic development.



Key priority 4, 'Support healthy lifestyles and wellbeing' is most closely related to the COM Tennis Strategy. Within this priority area, key strategies have been identified to address the priority as per the infographic below. The development and implementation of the COM tennis strategy can directly support strategies 1 and 3 below.

Priority 4

Support healthy lifestyles and wellbeing.



Key strategies to address this:

1. Invest strategically in local infrastructure and built environments that support physical activity and healthy lifestyles.
2. Increase advocacy and partnerships for identified needs relating to community health, safety and security.
3. Empower inclusive participation and support for sports and community groups.
4. Support National, State and community efforts to assist people in need.

Other key City of Melville documents are highlighted in Table 1 below and their relevance to the Tennis Strategy referenced.

Table 1: City of Melville Strategies Documents and Plans

Document	Takeaways
Healthy Melville Plan 2019 – 2023 – City of Melville	<p>The Plan is in response to the WA Public Health Act 2016 and establishes an integrated health and wellbeing process that fits into the City's corporate planning framework under the Local Government Act 1995. The Plan identifies 5 goals being:</p> <p>Our 5 goals to create a Healthy Melville</p> <ul style="list-style-type: none"> GOAL 1 Increase physical activity GOAL 2 Increase healthy eating GOAL 3 Create a mentally healthy community GOAL 4 Reduce alcohol and other drug use GOAL 5 Create a safe and healthy urban environment <p>As with other community facilities tennis infrastructure needs to be designed in accordance with designing out crime (CPTED) and access / inclusion principles. Each club</p>

Document	Takeaways
and Policy No. CP-028: Physical Activity Policy (December 2019)	/ facility should provide a range of programs that supports community wellbeing and provides healthy active choices. The policy supports the plan to increase opportunities for physical activity; leading to the improved health and wellbeing of the community.
Building Asset Management Plan (BAMP) 2013 – 2032 – City of Melville (2018 reviewed)	The BAMP refers to the City's building portfolio which it owns and maintains and aligns to the LTFP. The document specifically references key elements of infrastructure asset management including taking a lifecycle approach to capital build, managing risks with asset failures, and securing long term sustainability / viability. Of the City's 192 buildings, 46 are identified as recreation buildings. Kardinya Community Centre / Morris Buzzacott Reserve is identified as a future community hub as is Blue Gum Community Centre. Rationalisation of infrastructure provides the opportunity to increase efficiency.
Lighting Asset Management Plan (LAMP) 2013-2032 – City of Melville (2013)	As of June 2012, Sports Floodlighting accounted for 221 lights at an estimated replacement value of \$4,917,250 (\$22,250 per unit) with an annual maintenance cost of \$80,000 and renewal cost of \$40,000. In future consideration should be given to installing LED lighting systems in accordance with Australian Standards for tennis at public venues where appropriate and clubs encouraged and supported to seek funding through the CNLP / CSRFF. The City may contribute to initial LED lighting upgrade projects. This will help to address the objectives of the SCP and CBP including environmental benefits (such as less light spill), and operational sustainability.
Active Reserve Infrastructure Strategy – City of Melville (2020)	The plan identified the need to review current tennis infrastructure and indicated significant over provision of tennis courts. A key recommendation was to continue to invest in developing multi-functional shared facilities which service the needs of a number of community groups and maximise the return on limited resources (in accordance with Policy CP-037 below). A focus was also on providing equality of access and regularly reviewing leased and licensed facilities. The strategy outlined several principals and recommendations for public space (tennis courts) including the need for additional of Universal Access Toilets (UAT), resurfacing and lighting.
Policy No. CP-008: Financial Sustainability – Forward Financial Planning and Funding Allocation (June 2018)	This Policy outlines the City's Funding Allocation Prioritisation Methodology and covers all City of Melville budget funded operations. The intent is to manage financial performance and sustainability through well planned long-term service and infrastructure levels and standards which can be met without undue reliance on a limited number of revenue streams, variable revenue sources, large variations in rate increases and unplanned cuts to services. Maintenance obligations of existing assets are to consider maximising their useful life and ensure they remain fit for purpose.
Policy No. CP-037: Neighbourhood Development - Community Hub Policy (December 2019)	Seeks to ensure a consistent approach to Neighbourhood Development to gain the greatest community benefit. Facilities where possible are to be consolidated into community hubs to increase efficiency, enhance place activation, and provide a financially sustainable community asset. Economic and operational sustainability is to be a key factor in respect to future investment decision-making.
Policy No. CP-010: Self Supporting Loans (June 2018)	This applies to all community groups that are interested or have taken out a self-supporting loan with the City and who occupy City owned or vested land. The loans may be provided for capital improvements and are to be less than or equal to half the life of the capital works. The funding option offers a mechanism to provide infrastructure that may not necessarily be within the remit and financial obligation of the City.
Policy No. CP-030: Environmental Policy (June 2018)	The policy states a commitment to incorporating the principles of ecologically sustainable development within its decision-making process. This will impact on the potential future development of courts and buildings.
Policy No. CP-103: Improving Public Spaces Policy	It provides a clear strategic direction and inform future decision-making on the best ways to improve public spaces in the City. Key objectives include delivering value for money and improving accessibility / fitness for purpose.

Document	Takeaways
Policy No. CP-102: Urban Forest and Green Space Policy (March 2020)	The Policy seeks to protect and enhance its diverse urban ecosystem is committed to no net loss of plant cover within the municipality and to locally targeted increases in tree canopy and understorey cover where it is deficient.
CoM Standard Management Licence and State Land (2019) and CoM Standard Lease Freehold Land and State Land (2019)	For both City and state land the licenses aim to encourage the defined facility to be used as fully as possible. Explicit maintenance obligations are listed in the lease agreements. As part of the development of the strategy it will be important to review the terms of these agreements, with a focus on court infrastructure generating sufficient income (in addition to memberships and some income from social activities) to fund resurfacing / upgrades - whether by clubs or the City. This may necessitate a review of current management arrangements and a different approach to the charging policy of clubs for the use of courts by members, coaches, and the general public.
Disability Access and Inclusion Plan 2017-2022 (2017)	The outcomes of the Strategy will need to ensure that equitable access to buildings and facilities, its services, and events (noting that these may be run by each club) is provided at each tennis facility. Any significant change in each facility will need to be designed in accordance with access/inclusion principles, seeking to go beyond basic compliance requirements.
City of Melville Minimum Change Room Building Standards (2015)	The document references facility guidelines produced by the AFL (2012 and 2015) and Cricket Australia (2015). The general approach of the City is to adhere to basic principles to provide changerooms that meet contemporary standards for gender diverse provision, safety, size, and accessibility.

2.2 State Government Strategies and Industry Body Plans

The State Government has produced a variety of documentation across departments which have direct relevance to the provision of Public Open Space (POS) and community facilities. A summary of the relevant documentation is provided in Table 2 below:

Table 2: Relevant State Government Strategies and State Sporting Association (SSA) Publications

Document	Takeaways
State Planning Strategy 2050 – Western Australian Planning Commission	The State Government has a stated intention to ensure sufficient land is available to enable liveable, inclusive, and diverse communities to grow and develop. Social infrastructure, including sport and recreation facilities are integral to this. The financing of social infrastructure, in particular the ‘soft’ elements, will require innovative and creative approaches and partnerships. This also needs to take into account the revenue gap that is created from social infrastructure and the cost of providing and maintaining the infrastructure (i.e. subsidy of programming and the management / maintenance of the assets).
State Sporting Infrastructure Plan Review – Department of Local Government, Sport and Cultural Industries (DLGSC 2019)	While specifically focused on the provision of State, National and International level sporting competition, the document takes a significantly different approach to funding infrastructure in recognising the facility aspirations of each SSA, while focusing on an outcome-based approach to secure future investment. Critical issues are accessibility, security of tenure, resource capability and ongoing operational, maintenance and funding requirements. Future development opportunities are identified as integrated cultural hubs where integrated activities that provide both efficient use of shared facilities and offer a wider variety of cultural and entertainment offerings should be considered.
Strategic Directions: 2020 – 2023 (DLGSC 2020)	The document provides vision and direction for Western Australia’s Sport and Recreation Industry. DLGSC seek to improve capability and outcomes across the local government, sport and recreation and culture and arts sectors. The document seeks to clarify the

Document	Takeaways
	potential benefits of engagement in sport and recreational opportunities in promoting and enhancing the benefits of cultural diversity and social inclusion
Western Australia Guidelines for Community Infrastructure – PLAWA (2020) and PLAWA Community Facility Guidelines Report - Data Review (2020)	The Community Facility Guidelines (CFG) provides a high-level view of potential facility requirements for sport. It provides some guidance and is just one assessment tool used in strategic planning for sporting infrastructure. The documents reference tennis infrastructure and tests the appropriate level of court infrastructure required to service a given population. The document suggests there is insufficient evidence to suggest a deficit in tennis court provision across metropolitan Perth, largely due to the number of accessible tennis clubs and facilities mapped. This however does not consider local circumstances. Club facilities rather than stand-alone public facilities are encouraged due to the capability to manage and drive participation and developmental opportunities. Hard courts are advocated as the preferred surface due to their environmental sustainability and ongoing financial viability.
Additional SSA and Peak Body Facility Guidelines	<p>These documents provide design standards across a range of sports which provide a guideline to be adopted when clubs / local governments are spatially planning a site and include:</p> <ul style="list-style-type: none"> • Tennis 2020: Facility Development and Management Framework for Australian Tennis –Tennis Australia (2011). • National Tennis Facility Planning and Development Guide – Tennis Australia (2013). The framework can be used by all stakeholders to guide long term planning and infrastructure development decisions within a region. • Tennis Venue Management Models – Tennis Australia (2014). This document explores some of the alternative management models that clubs / Local Government Authorities (LGA’s) could consider implementing should the traditional club run and states in many cases the volunteer management model is not working. • Tennis Infrastructure Planning – Tennis Australia (2018): The guide 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. It incorporates court and clubhouse design components which are to be incorporated in any existing or future tennis facility development to inform this strategy. • ANZ Tennis Hot Shots Court Development Guide – Tennis Australia (date unknown) which provides guidance on facilities to support junior court development programmes. <p>Each document provides guiding principles including:</p> <ul style="list-style-type: none"> • Establishing the strategic need, facility demand and participation growth opportunities prior to investment. • Accessibility and inclusion and catering for multiple formats of the sport which has been carried forward in contemporary TW planning referenced later in the strategy. • Maximising utilisation and improved programming. • Best practice technical and design standards for courts and buildings.

2.3 Tennis West Facility Strategic Facilities Plan

The most recent strategic facility publication of Tennis West was published in 2018 and is entitled ‘A roadmap for the future of tennis facilities – 2018 and beyond. It is specifically referenced as it is focussed on affiliated clubs but does not capture the full extent of the sports development base. It is also reliant on an audit process which is not fully reflective of the ongoing facility needs of the clubs based within the City of Melville. As a result, while it is an adopted document of the SSA, it has limited value to the development of tennis infrastructure throughout the City. A number of factors are however required to be noted:

- Reference to recommended court to member ratio is alluded to being 1:30 and there is a court to resident ratio suggested of 1:2,000. This doesn't take into account likely provision and the member to court ratio has been challenged on a number of occasions. This standard may not be realistic and should not be advocated.
- Demand for tennis in growth corridors indicates, based on the above guidelines, the City of Melville has an over provision at 1:18. In practical terms this under-sells the value of each club in an area where there is a unique level of provision and demand, and it also does not correlate to the court demand at either 1:1,500 or 1:2,000.
- There is no reference point in the document to the rationale for the above standards and they therefore should only be used as a benchmark / guide against which the full extent of court provision is assessed. It is understood Tennis West is currently in the process of reviewing the guidelines and working with clubs to develop zonal and site-specific requirements. Through this process all referenced documents are now subject to review and the hierarchy is not related to current work ongoing.
- The message conveyed in the strategy indicates there is too much provision and a need to rationalise, while clubs are aspiring to grow and / or potentially diversify revenue streams. There is no reflection of quality of facilities, utilisation of satellite sites, extension to court infrastructure, replacement of current infrastructure, resurfacing of courts, diversifying income capability / business models.
- Many recommendations are not consistent with the priorities of local governments and do not align to areas of growth.
- There is limited recognition of non-affiliated use and the value they bring to the development of the sport.
- One recommendation which has direct implications for the City of Melville is Recommendation 1.13 - Partner and provide advice to the City of Melville on current plans to develop multi-purpose community facilities that provide opportunities for tennis. The strategy should ensure an appropriate level of provision that supports the development and growth of tennis is available within the City.
- The strategy does advocate for better venue management and partnering. There is an aspiration to provide a professional management model with capacity to deliver a full range of on and off-court surfaces. These statements require a clear understanding of the management options available, and the implications of different lease / licence / controls exercised on individual clubs.
- The strategy references a strong case for dedicated Hot Shot (junior tennis) courts across the state. This however doesn't recognise that many clubs operate Hot Shot opportunities without the need for a dedicated surface as they can be delivered on existing full-size courts.

On the basis of the above, the strategic plan is used as an informing document, but care has to be taken in the use and interpretation of components which are inconsistent with the current strategic priorities of the City, Clubs and SSA.

2.4 Summary Overview: Planning and Strategic Influences

A review of the plans identifies a number of common threads which can be summarised as:

- The strategic documents vary in content from being explicit in identifying sites for development, whilst others are generic in providing advice and guidance.
- The Plans in respect of the sport lack the ability to implement and deliver and are heavily reliant on developing close relationships with local governments in order to achieve the desired outputs.
- The more recent Guidelines and Strategic Plans have a number of aspirational objectives and requirements which require interpretation at the local government level. These need to recognise available resources and the fact that all are competing for limited available finances. To implement these strategies, they need to be linked to other available funding (i.e. the Community Sport and Recreation Facilities Fund – CSRFF) to supplement club and local government investment and to meet additional funding body requirements.
- The Tennis West facility strategy has been developed with little reference to current programmes and initiatives being supported through local government including multi-functional use, ground sharing (referenced but largely limited to netball), co-location and other compatible uses.
- The Department of Education is highlighted as being a significant partner in delivering the facility development outcomes identified in many Strategic Facility Plans. Tennis courts within school sites have the potential to enhance community social / casual use but have limited capability for club development.

- Regarding management options, guidance is limited. Where guidance is given reference is made to quasi-commercial models which include part-time administrator, fulltime management, hybrid professional operator with club oversight and full commercial operator via a lease. Each one comes with benefits and risks. In each instance a business review would be required to determine the most suitable and sustainable arrangements having regard to likely income generation.
- There are a number of other matters relating to facility hierarchy, priorities for investment and book-a-court (in local governments gaining access to this data and also the potential for local govts to be in a position to install it on public courts) which are currently evolving to support clubs' future growth

3. Demographic analysis

The demographic analysis outlines the key data for the City, which has been obtained using the Australian Bureau of Statistics (ABS) 2016 Census and forecast.id (City of Melville). The City had an estimated population of 109,198 in 2021 and is forecast to grow to 126,754 by 2036, an increase of 24,365 persons (23.80% growth), at an average annual change of 1.07%.

The City’s population growth is expected to be primarily in Applecross, Ardross, Booragoon, Murdoch and Willagee largely due to the densification of suburbs (as a result of zoning changes).

The City’s population structure in five-year age groups from 2016-2036 identifies an increase in population for all age groups with an average increase of 5.55% across all age groups. Between 2016 and 2026, the age structure forecasts for the City indicate a 32.9% increase in population under working age, a 79.2% increase in population of retirement age, and a 32.1% increase in population of working age. In 2016, the dominant age group for persons in the City was the 20 to 24 range, which accounted for 7.09% of the total persons, and will continue to be the predominant age group to 2036, closely followed by the 45 to 49 age group. The projected population profile to 2036 is identified in Figure 2 below.

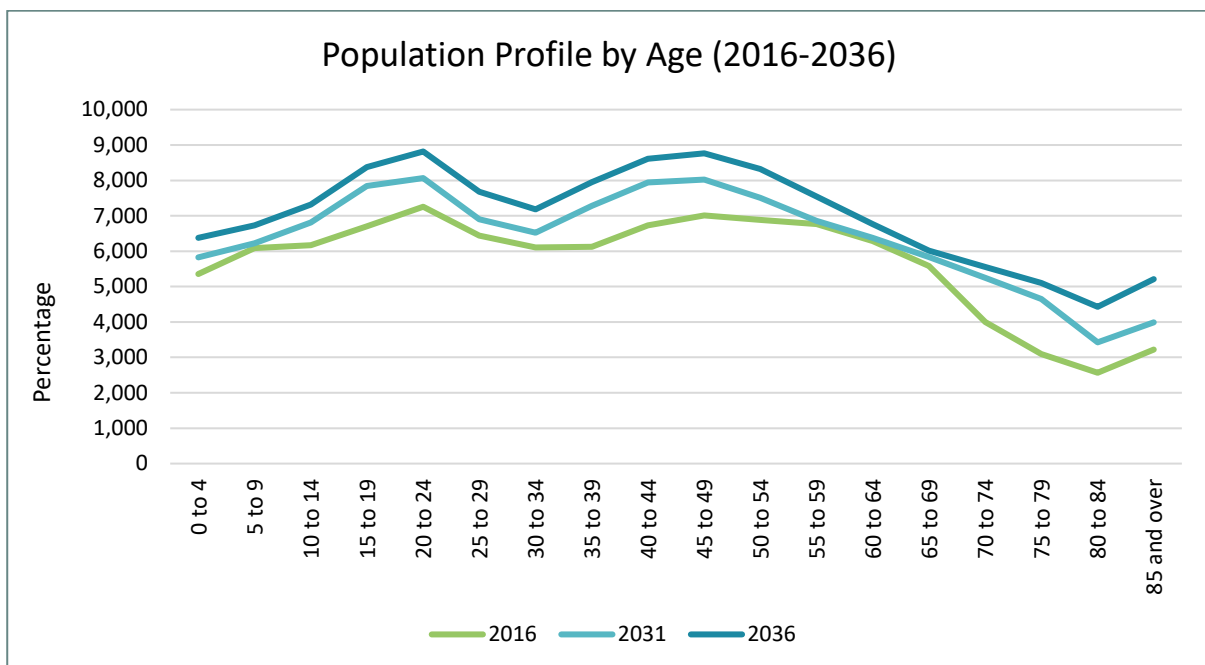


Figure 2: Population Age Profile 2016 to 2036

While the population is also showing an increase in those over 65, this age demographic is growing at a slower pace than the children, young adults, and young family age range. Such a profile is indicative of a need for family-based and club-based infrastructure, which services both child development and family support. The City has a similar growth profile throughout the twenty-year timeline and expects a small increase in development opportunities (most likely high density living) which suggests that people are ageing in place. Tennis infrastructure which provides developmental opportunities (extensive coaching and developmental programs) across all ages is indicative of facility infrastructure which is likely to be of high demand. With a growing ageing demographic, it is also likely to be in demand by those seniors who remain physically active but wish to pursue non-contact and social sporting opportunities.

The typical profile of tennis players varies from those who are actively involved for social tennis and casual play (supported throughout the life stages); those that play club pennants (young to later ages); through a competitive circuit structure (children through to youths, tapering with age) and coaching (which principally has a larger younger age profile with smaller levels of adult specific coaching). In areas where the demand for tennis is strong, there are generally a high demand for supporting coaching activities across all ages. The ability to pay and willingness to pay is an important consideration.

One of the key areas which need to be considered is the distribution of the population by income quartiles within the City. In comparison to Western Australia there was a higher proportion of persons in the highest income quartile and a

similar proportion in the lowest income quartile (generally reflective of children in higher education, carers, and those in lower paid service industry positions etc.). Specifically, the 'highest' income quartile was the largest group in 2016, comprising 29% of people aged 15 and over indicating across the City potentially higher levels of disposable income and ability to invest in community-based sporting activities. This also highlights a potential greater ability to invest in higher membership / coaching costs.

The current tennis infrastructure principally services the following suburbs:

- Blue Gum Park Tennis Club: Principally servicing the residents of **Booragoon** and adjacent suburbs of Alfred Cove, Myaree, **Ardross**, Bateman, Winthrop and Mt Pleasant, Brentwood
- Applecross Tennis Club: Principally servicing the residents of **Applecross** and adjacent suburbs of Attadale, Alfred Cove, Myaree, **Booragoon**, **Ardross** and Mt Pleasant, Brentwood
- Bullcreek Tennis Club: Principally servicing the residents of Bull Creek, and adjacent suburbs of Leeming, **Murdoch** and Mt Pleasant, Brentwood. The club also draw a number of members from the adjacent Rossmoyne and Willetton suburbs from within the City of Canning to the east.
- Kardinya Tennis Club: Principally servicing the residents of Kardinya and adjacent suburbs of **Murdoch**, and **Willagee**. The club also services the northern area of the City of Cockburn and City of Fremantle to the west.
- Melville Palmyra Tennis Club: Principally servicing the residents of Melville suburb and the adjacent suburbs of Bicton, Attadale, Alfred Cove, Myaree, **Willagee** and Palmyra. The club would also incorporate a catchment from at Fremantle / East Fremantle.
- The public court infrastructure, more particularly referenced under Section 4 below services includes:
 - Point Walter tennis courts (servicing Bicton and Attadale)
 - Mandala tennis courts (centrally located servicing Bateman and parts of Bull Creek, **Booragoon**, Winthrop, **Murdoch**, Mt Pleasant and Brentwood)
 - Bridgewater tennis courts, Jack Howson Reserve (servicing **Applecross** and **Ardross**)
 - Peter Ellis Park Tennis Courts (servicing Leeming and south Bull Creek)

While the average annual growth of the City of Melville is estimated at 1.1% between 2016 and 2036, those suburbs which are likely to experience growth at or in excess of 1.9% are highlighted in bold. The most significant growth over that period is to be in Applecross (4,443), Booragoon (3,309), Murdoch (3,904), Willagee (3,260) and Ardross (2,005). Growth in other suburbs is predicted to be under 1,600 over the 20-year period.

The catchment implications for each club facility will be assessed further in the following section related to the catchment of each club / associated tennis infrastructure.

4. Current infrastructure Audit and Catchment Analysis

The City provides a range of tennis infrastructure. A visual review of the facilities was undertaken together with documentary information related to specific asset inspections and reports. This was supported by a catchment analysis of current provision.

4.1 Current Infrastructure, Asset Management and Visual Audit

The City has undertaken a condition assessment of selected club tennis facilities to assist in developing a detailed three-year capital works plan and document works that may need to be delivered over a longer ten-year timeframe. Each report provides the following:

- A three-year capital works plan.
- Immediate maintenance works.
- Any urgent building safety or compliance issues.
- Observations that may affect the future planning of this facility.

The asset assessment considers the potential lifecycle implications but not functionality. Table 3 below highlights the key points and implications in relation to the asset and functionality.

Table 3: Current facilities within the City of Melville

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
Applecross Tennis Club (Community Hub Venue – TA current tiering)	10 grass, 2 synthetic and 2 acrylic courts	0	The building is generally in moderate condition. A few minor actions are required soon, with renewal activities such as repainting, ceiling replacement and the management of asbestos. The internal of the facility is in	<p>The tennis club is located immediately to the north of the Strand and to the east of Jeff Joseph Reserve comprising of 10 grass courts in a northwest to southeast orientation, 2 recently developed synthetic courts in a similar orientation and an additional two hard courts orientated in a southwest to northeast direction adjacent to a dual use path between the club and foreshore.</p> <p>The courts do not benefit from floodlighting. There is 2m chain link fencing around all the court areas with car parking permitted on the verge fronting the courts and clubhouse. There is no internal car parking within the site but there are two bitumen disability bays and one bitumen service bay adjacent to the clubhouse entry.</p> <p>The clubhouse building is centrally located with six grass courts to the east and four to the west. It presents a good viewing position across all the court areas</p>	The critical consideration is the maintenance of 10 grass courts and the lack of floodlighting available to the four hard court facilities which limit the hours of use and, in particular, potential additional social use during summer / winter.

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
			<p>moderate condition and considered adequate for the number of staff and visitors. - WSP (2018)</p>	<p>being glazed on all sides. Internally the clubhouse building while ageing is in a reasonable condition and fully functional with:</p> <ul style="list-style-type: none"> • Toilets and changing facility adjacent to the main entry point off The Strand. While the toilet facilities are small, they are adequate and clean. • Central function area, which is open and provides a good, unencumbered space (with memorabilia placed high on the walls). • Kitchen area and store. • Bar to the north of the facility adjacent to the covered outdoor patio area. • A number of storage units placed around the function area which are likely to be used for player equipment. <p>The external patio area to the north of the clubhouse was being developed at the time of the visit but provided a good hard standing area for BBQs with shade and side walls to protect from strong winds and rain. The extended patio area is now understood to include a synthetic grassed area under a shade sail and surrounding limestone wall.</p> <p>The hard courts and synthetic courts are in good order having just been constructed. The grass court infrastructure was under repair in some areas but appeared to provide a good surface albeit the central two courts of the northern six court block was not playable. It is understood that this surface had been restored to grass having previously been a synthetic surface up until August 2020 (when work commenced on re-aligning the grass to hard courts following a federal government grant).</p> <p>Overall, while the facility is an ageing building it is evident that the club have invested significant resources in improving the social aspects and its functionality for users. While the entry to the clubhouse is understated due to the design, the enhancements made to the rear fronting the foreshore have contributed positively to the ambience. These improvements are likely to have contributed to the recent growth in membership.</p>	
<p>Blue Gum Park Tennis Club (Full-Service Community)</p>	<p>10 grass, 8 acrylic, 4 synthetic</p>	<p>12</p>	<p>Recreation Centre: The building is generally in good condition, well maintained and</p>	<p>The tennis club is located to the south of Blue Gum Reserve being relatively hidden from the adjacent road network. Access is obtained either off Roundtree Road which runs to the west of the club or Moolyeen Road which runs to the east of the club grounds. The car parking services the adjacent Community Centre and Squashworld Brentwood which forms part of the</p>	<p>The main issue for the club relates to the limitations of the building position and design which is centred</p>

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
Venue – TA current tiering)			<p>tidy. A few minor actions are required soon, with renewal activities such as repainting and ceiling replacement designated for 2022. The internal of the facility is in good condition and considered adequate for the number of staff and visitors. - WSP (2018).</p> <p>Court Administration: The building appears to be in good condition for its age and compliant with statutory requirements. The building has not been designed for disabled access. However, it is not a statutory requirement to be compliant with such modern requirements in a building of this age. – Tallis (2021)</p>	<p>contiguous complex of community buildings on site. Brentwood Primary School lies immediately to the south</p> <p>Court facilities consist of 10 grass courts which were under maintenance at the time of the visit and four synthetic courts plus 8 hard courts. All courts looked to be of a good quality and well maintained. All the hard-court areas have floodlighting. All court areas are surrounded by chain link fencing at various heights.</p> <p>The community centre was not inspected. The squash courts are located adjacent to the tennis club entry and provide a dedicated retail area for the benefit of both clubs together with a small kiosk / seating area with a view over the indoor squash courts and outdoor tennis courts. The squash courts and area while dated is in good condition and clean / well maintained.</p> <p>The tennis clubhouse building is of a similar age with a large raised outdoor patio area with shade sail above with bench seating and excellent views over the grass court infrastructure. The ability to view over the hard court (and therefore more intensively court area) is compromised by the existence of the community centre and car park. Access is provided between the courts but there is limited shade available for spectators.</p> <p>Internally the clubhouse building consists of:</p> <ul style="list-style-type: none"> • Kitchen with separate entry onto a large function area with small stage. The function area has direct access onto the patio. Storage appeared to be an issue with chairs stored at the side of the room. • A bar area adjacent to the main entry and kitchen. • A separate side hall area with activity space for indoor sports and casual seating. • A separate office / committee / meeting room. <p>While the age of the building and design does not have a contemporary feel, it is functional and appears to provide a valued resource for a variety of club activities.</p>	<p>around the grass courts. The only option to address the spectator aspects to the hard-court infrastructure was to introduce walkways and shaded seating which has been recently completed by the club. The cost of managing and maintaining grass court infrastructure is likely to be an ongoing financial burden and alternative surface options should be considered for this area. This however is a matter for the committee to consider as a long-term planning option.</p>

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
Bullcreek Tennis Club (Community Hub Venue – TA current tiering)	8 acrylic, 3 synthetic clay	10	<p>The building appears to be in good condition for its age and compliant with statutory requirements but does not comply with disabled access. It was structurally sound at the time of the inspection and does not pose any notable hazard to either the staff working there or members of the public who are visiting the facility. The building contains asbestos in a small area of the bar which is planned to be removed and there are several minor maintenance items that need to be addressed. In general, the internal condition of the building is very good. The</p>	<p>The tennis club is located on a triangular piece of land to the north of the Benningfield Road and Costello Place junction. The clubhouse is centrally located within the land with courts to the south (6 hard, 3 clay and one synthetic) and two hard courts to the north. All courts with the exception of the single court in the far south are floodlit. A two sided hit up wall and basketball post and net is located to the northeast of the clubhouse centrally within a bitumen surface which is cracked and unstable. The hit-up wall is of a poor condition and in need of complete or partial replacement. It is currently understood to be under refurbishment. The area surrounding the court is built up and retained to create a flat playing surface. The court infrastructure is showing signs of wear and tear with noticeable areas where water pools and areas of the surface which are degraded. All courts are surrounded by 3m high chain link fencing.</p> <p>Car parking is located on Costello Place and within the site adjacent to the clubhouse and hit up area on the access road to the north of the clubhouse. The northern part of the reserve includes mature trees and public open space. Within the area is a detached public toilet block and shaded overhang.</p> <p>The clubhouse facility is ageing but is reasonably well maintained internally offering:</p> <ul style="list-style-type: none"> • A low-profile rear access to the building off the access drive • Recently upgraded toilets on either side of the main entry • Large unencumbered and carpeted function area with small bar behind the toilet infrastructure. Club memorabilia is placed on the walls and storage is limited. • Kitchen opposite the bar with sink and small food preparation facilities overlooking the courts to the south. • Good viewing to the southern courts with access to an external patio and seating / BBQ area. 	<p>The main considerations appeared to be the age of both the courts and building. While the building is structurally sound and functional the orientation is focussed on activities to the south. The courts to the north have limited passive surveillance offered by the clubhouse. It is evident that the courts will be in need of a gradual resurfacing and upgrade given the current state of the surface. It is noticeable that the clay courts are the most urgent, but all the southern courts are showing signs of surface degradation. Due to the limitations on site, there is little opportunity to expand without impacting on the mature trees. A critical consideration is the future of the current hit up wall area. This provides an opportunity to be redeveloped for</p>

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
			<p>bathrooms are new and of excellent condition.</p> <p>The public toilet building appears to be in good condition for its age and compliant with statutory requirements. The internal condition of the building is good, but the bathroom is in satisfactory condition. - Tallis (2021)</p>		<p>additional courts and a potential relocation of the facility between its current location and existing courts to the north. This would potentially avoid the unnecessary impact on mature tree cover if the club were to make the case to expand. It would however need to consider any retaining wall implications.</p>
<p>Kardinya Tennis Club (Community Hub Venue – TA current tiering)</p>	9 acrylic	9	<p>The building appears to be in good condition for its age and appears to be compliant with statutory requirements. It was structurally sound at the time of the inspection and does not pose any notable hazard to either the staff working there or members of the public who are</p>	<p>The club infrastructure is located centrally within Morris Buzzacott Reserve and is shared with Kardinya Redsox Ball Club, Kardinya Junior Football Club and CBC Amateur Football Club.</p> <p>Car parking is provided between the club and Melville City Hockey Club to the south. It is evident that during the hockey season, this area is extremely limited. Disabled parking immediately adjacent to the clubhouse is not evident.</p> <p>The courts consist of 9 hard courts of which two are out of commission currently. All courts are floodlit. It is evident that the court surface is worn, and all courts need immediate resurfacing and rectification works. From viewing the courts, it is also evident that they suffer from being at a lower level than the surrounding oval space (Primary School) to the north and limited drainage channelling. As a result, there are areas of water pooling evident and drainage that sweeps across five of the courts (closest to the co-shared clubhouse) into a drainage channel in the southeast corner. 2.5m high fencing is provided around the courts. This fencing is badly damaged to the north by tree debris and falling branches. This area needs cutting back to ensure the safe play on the court</p>	<p>The tennis club is facing a significant challenge over the next twelve months as the infrastructure from which they operate is substandard and can only deteriorate further. Without substantial investment in the courts initially, the club is likely to cease to function. While investment is also needed in the floodlighting, fencing and surrounding</p>

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
			visiting the facility. - Tallis (2021)	<p>infrastructure is maintained. The two courts (8 and 9) which have been decommissioned are cracked and unplayable. The other seven courts have significant cracks, and, in some areas, the sub-surface is visible. In addition, the central net posts are collapsing. There is also evidence of people having climbed the fencing to gain unauthorised access. Without significant investment in the courts alone, there is a real possibility that the club would cease to be a viable proposition and be forced to close.</p> <p>The main co-shared clubhouse contains memorabilia associated with all clubs located around the main function area which includes:</p> <ul style="list-style-type: none"> • A bar / kiosk • Offices / meeting room and • Storage <p>The functionality for tennis is compromised due to the shared use. The tennis club have access to a storage area and toilet which is entered through external security doors. The storage area is limited, and toilet is not disability compliant. The club has use of an expansive shaded alfresco area which includes seating. While extensive, the area provides a limited viewing capability due to its orientation being side on, rather than facing (end-on) to the courts.</p> <p>There is also a detached dedicated tennis club building located between the current decommissioned courts and courts 6 and 7. The building provides a good shaded / alfresco area and seating. Internally the building has a fully equipped kitchen and is currently used for overflow storage for the tennis coach and furniture. The positioning of the building is unfortunate as it services a smaller court space. It does however provide an alternative and dedicated base for the tennis club which could be enhanced if investment were to be made in the court infrastructure.</p>	vegetation being cut back, these matters are less urgent. Over time it will also be necessary to address the current lack of functionality associated with the clubhouse infrastructure.
Melville Palmyra Tennis Club (Community Hub Venue)	8 grass (one recently removed to cater for Padel courts), 5	5	No current asset reports.	The club is located to the south of LeisureFit Melville being co-located with the Junior Football and Cricket users of the adjacent Melville Reserve. Access to the site and adjacent car parking is off Stock Road. The entrance is shared with the Leisurefit Melville facility. Currently there are eight grass and five hard courts orientated in a north south direction. The recent introduction of two Padel Sport courts between the clubhouse and grass courts provides an alternative racquet sport opportunity. At the time of the visit the Padel courts had only just	Key issues for the club appear to be related to the co-location with junior football and the generation of income through the bar. Initiatives are being

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
- TA current tiering)	cushioned acrylic			<p>been installed and were not operational. An area of grass between the courts provides for two grass mini-courts and an opportunity to provide an extended viewing / social area for all courts. There is a small practice and hit up wall area to the south of the clubhouse and adjacent storage shed.</p> <p>The clubhouse is raised above the courts with shade sails on the patio area and adjacent paved area between the clubhouse and courts. Internally the clubhouse is of an ageing design with dark brickwork and limited storage / function space. The function area is shared with football and consists of a central bar area with a good, raised viewing area over the tennis courts and to the west over the adjacent oval. The internal fixtures and fittings are aged and dark in appearance but functional. Club memorabilia is hung around the function space and there are clearly issues with a lack of storage due to the extent of tables and chairs which are placed on the function area perimeter. This is currently the subject of a refurbishment proposal which is currently under design.</p>	taken to enhance the financial viability of the club and this would need to be reviewed on an ongoing basis. In addition, the continued investment in grass courts will need to be reviewed on an ongoing basis.
Point Walter tennis courts	3 grass	0		<p>Three grass tennis courts located to the north of Carroll Drive. The courts are well maintained and protected by a chain link fence which is accessed via a key obtained from the adjacent Point Walter Golf Course. The facility is managed on behalf of the City of Melville by Belgravia Leisure through their contract to manage the golf course.</p> <p>Car parking is provided immediately to the south of the court. There is significant tree canopy cover to the southern boundary of the courts which overhang the baseline. Additional shade structures are provided adjacent to the car parking area.</p> <p>The courts are well maintained and part of a larger flat grassed area (which is understood to have accommodated up to four grass courts at one stage). The open area is occasionally booked out for football (soccer) activities. Posts to the grass courts were placed on the side while the nets and associated equipment is obtained from a storage shed after booking through the golf course.</p>	They are in an isolated position with a low level of supporting infrastructure and no club-based activity present. The courts do not benefit from floodlighting.

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
Mandala tennis courts	2 hard courts	2	No current asset reports.	<p>Located at the Bill Elson Reserve with direct access to the courts off Mandala Crescent. The courts lie 30m northeast of Mandala Community Centre comprising 2 bitumen courts which are surrounded by chain link fencing. Additional hard surface lies to the south which were previously fenced tennis and netball courts (2). The area is now unfenced, and the surface is not marked out for any sporting activity. Adjacent to the courts and just outside of the fenced courts (to the west) is a hard court with hit up wall. The court area is surrounded by mature trees. Adequate car parking is available and shared with the community hall. The location adjacent to this infrastructure provides an additional level of passive surveillance and added security.</p> <p>The fencing to the courts shows signs of vandalism and potential unauthorised access. The gated entry to the court is locked and bookable by phone through a local resident and paid through an honesty system. Floodlighting is provided at an extra charge.</p>	The infrastructure is of reasonable quality although showing signs of deterioration and damage to the fencing. The bore water has stained some of the courts and hit up wall area. The lighting is ageing and would benefit from LED when planned for renewal (subject to the light poles being verified as being suitable).
Bridgewater tennis courts, Jack Howson Reserve	2 Hard courts	0	No current asset reports.	<p>The tennis courts are located within a small local reserve with access off Dunvegan Road. There are two bitumen surface courts with 3m fencing surround. The fencing is showing signs of damage (unauthorised entry) which has been repaired. It is generally in reasonable order, but the courts are substandard. Cracks are evident throughout and the baseline of the courts are non-compliant with Tennis Australia standards being too close to the fencing. They are multi-marked and understood to be used for informal sport / recreational activities. They are not supported by floodlights and therefore are limited in capability / capacity. There is evidence of water pooling in areas of the courts and debris from surrounding trees (a number of mature trees surround the courts, and the root system evidently extends under the court surface.</p> <p>Within the reserve there are public toilets adjacent to the courts and a bitumen surface with hit up wall which appears to be in reasonable condition (although the surface has areas of water pooling and cracking evident). Previously space was available for cricket nets which have been removed.</p>	The key issues relate to the quality of the surface and ongoing maintenance to the tennis courts which will be required if the service to the community is to be maintained. To meet standard the court area would need to be extended but the surrounding mature trees would prevent this. An alternative solution is to remove the fencing and leave the hard surface available for a range of activities.

Facility	Courts	Floodlights	Asset Management Report	Visual Audit	Implications
				The facility is operated through an honesty box system with users able to turn up and collect the key with payment provided (\$4) in a plastic box through a property on Dunvegan Road (located under the covered verandah area).	The court nets would however need to be stored in a discrete location where they can be accessed by user groups through a key code / pass system.
Peter Ellis Park Tennis Courts	8 hard courts and 4 multi-marked hard courts for netball and 4 multi-marked hard courts for basketball	0	No current asset reports.	There are eight hard courts (four multi-marked tennis and netball and four multi-marked for tennis and basketball). The hard courts are located centrally within Peter Ellis Park. Access is obtained either off Findlay Road which runs parallel to the east or via the adjacent High School / Strikers Indoor Sport and Fitness Centre. The court facilities are floodlit, and access is managed through Leeming High School. To the south of the courts are two beach volleyball courts and southeast a row of four cricket nets. There is no clubhouse associated with the court usage and no shaded structure adjacent. To the north and south of the courts are ovals used under a joint use agreement by the High School.	The main issues with the courts are their isolation and lack of supporting infrastructure adjacent. The courts are left open for community use but are showing signs of weather damage, albeit a need for an immediate investment in the infrastructure is not required. Other than occasional casual tennis use, they are unlikely to provide a viable resource for club use due to the lack of associated shade / clubroom / toilets.

In addition to the above infrastructure there are tennis walls located on the following sites:

- Tony Zuvela Park: A reasonably well-maintained wall at the edge of an existing quarter court basketball area. The area is used for multi-sports and part of a broader park precinct with children’s playground, BBQs, and shade shelters
- Emily Main Park: A tennis wall specifically marked with cricket wickets drawn on the fascia.
- Dick Piercy Park: A small hit up wall area stained by bore water with limited additional infrastructure surrounding.

- John Connell Reserve: Located within an extensive parkland adjacent to a footpath network with half basketball court. The park is part of the broader John Connell Reserve which incorporates a pitch and putt golf, golf driving range, bowling club and football / cricket infrastructure. The provision as a small multi-sport hard surface area contributes the reserve activation.

These facilities are in addition to the tennis walls located at Jack Howson Reserve, Bill Elson Reserve and Bob Gordon Reserve (Referenced under Bullcreek Tennis Club in the above table).

Tennis Courts are also located within the following school sites:

- Booragoon Primary School: Two hard courts (which run north to south) within the built footprint of the school which are multi-marked for netball use (which run east to west). The courts are not floodlit
- Applecross Senior High School: Six courts located adjacent to and to the east of Ardessie Road. They are hard courts specifically marked for tennis although they have three basketball hoops extended over the northern baseline. They are not floodlit.
- Melville Primary School: Two hard courts (which run north to south) to the south of the main school buildings which are multi-marked for netball use (which run east to west). The courts are not floodlit
- Leeming Primary School: Two hard courts (which run north to south) to the north of the main school buildings and south of Westminster Road which are multi-marked for netball use (which run east to west). The courts are not floodlit
- West Leeming Primary School: Two hard courts (which run east to west) to the south of the junction of Gledhill Way and Calley Drive. They are multi-marked for netball use (which run north to south). The courts are not floodlit

4.2 Catchment Mapping

In order to gain an understanding of the current catchment reach of tennis clubs and tennis infrastructure within the City, these were mapped individually, and potential catchments of the sites identified as:

- 2km catchment around existing tennis court infrastructure for casual tennis (assuming that users will walk or come from a relatively short distance to partake in occasional social tennis which is not linked to a membership) is identified at Figure 3 below. This takes into account park and school infrastructure and highlights that these generally provide suitable access for City residents in the northern and eastern suburbs. It is to be noted that Kardinya Tennis Club lies outside of these catchments as the club services a relatively uninhibited catchment in the south of the City. This emphasises the importance of the club in servicing the south of the City and beyond. Bullcreek Tennis Club and Melville Palmyra Tennis Clubs lie on the fringe of these catchments.
- When the tennis hit up walls are mapped with a 2km catchment this infrastructure caters for casual practice / recreational use in the south and west of the City together with an area around Applecross. The level of infrastructure varies from site to site as does the quality. These facilities are more commonly associated with casual multi-sport / multi-recreational use and only contribute to the development of the sport where associated with existing club facilities (i.e. at Bob Gordon Reserve).
- When both the 2km catchment and 5km catchment are placed on the tennis club facilities only, it can be seen that general club provision across the City is good with all residential areas serviced within the 5km catchment of all clubs. Figure 5 refers.
- When considering the 2km catchment only Bullcreek Tennis Club and Blue Gum Tennis Club have overlapping catchments. The other three clubs reside within their own 2km catchment without overlap. The Applecross Tennis Club catchment is constrained by its location on the River Swan and as such the 2km and 5m catchment is relatively small in comparison to the four other clubs.
- It is evident that when the 5km catchment is considered there is potential for significant overlap of the catchments serving Bullcreek Tennis Club and Blue Gum Tennis Club indicating they are likely to compete for a similar local membership base. Again, the most notable aspect of the catchment mapping is the importance of Kardinya Tennis Club in providing for a southern catchment which stretches significantly south of the City boundary where no tennis club infrastructure currently exists.
- To the east the 5km catchment of Bullcreek Tennis Club and Blue Gum Tennis Club would overlap with Corinthian Park Tennis Courts, (Cnr Leach Hwy and Mosaic Street, Shelley). To the west the 5km catchment of Melville Palmyra Tennis Club would overlap with that of the Fremantle Tennis Club (Fremantle Park) and East Fremantle Tennis Club, which is located on the boundary of the City within 1km buffer zone. These clubs would clearly compete for a similar resident population. Due to the constraints placed on accessibility by the Swan River, accessibility to tennis facilities to the north has minimal impact on the catchment of Applecross Tennis Club.

4.3 Programs and Service Provision

As part of the mapping process consideration was also given to the coaching programs currently operated by coaches within the City of Melville at Clubs and within schools. An overview is provided below of the programs and activities:

Table 4: Programs and Services operated by Existing Coaching Entities

	Facility	Programs	Operational Implications
Marshall Tennis Academy	Independent (Point Walter)	Delivers school coaching programs at many local primary Schools.	Currently not linked to a club and therefore cannot provide the competition outlet through Pennants. As a result, the program is small and limited to children and private coaching sessions.

	Facility	Programs	Operational Implications
Break Point Tennis Coaching	Applecross Tennis Club	Offers a full program of coaching opportunities including school holiday activities, Cardio, adult coaching, Hot Shots, and lessons.	A limited range of coaching programs specific to the club. They also facilitate coaching at South Perth Tennis Club.
Tennis Academy Perth	Kardinya Tennis Club	High performance squads, holiday programs and private lessons. Operates the full Hot Shots program at Kardinya progressing into the full-time academy and adult tennis	Operates out of Kardinya and Manning Tennis Clubs all year round.
Perth Performance Tennis Academy	Bullcreek Tennis Club	High performance squads, holiday programs and private lessons. Operates the full Hot Shots program at Bullcreek progressing into the full-time academy and adult tennis	A dedicated coaching service which mainly operates out of the Bullcreek venue and provides coaching services at Parkwood Tennis Club.
Tennis Excellence	Blue Gum Tennis Club	Offers an expansive program covering the full range of programs across multiple sites. Blue Gum is the main site where programs and services are operated from with a small junior program operated from Melville Palmyra Tennis Club.	In addition to Blue Gum Tennis Club and Melville Palmyra Tennis Club, Tennis Excellence operates at Bunbury Tennis Club, Dunsborough and Districts Country Club, Donnybrook Tennis Club, Wembley Downs Tennis Club and
Tennis Excellence	Melville Palmyra Tennis Club		

The coaching program operated follows the Tennis Australia model and complements the social and junior development service provided at each club. The coaching programs generally are provided within a club-based setting, with the one exception being Marshall Tennis Academy which operates school programs which has the potential to undermine school-club links. The coaching programs are an integral part of the community-based sporting set up but are operated as independent commercial businesses. Timings of court use vary with the exception of junior programs and holiday programs which are updated regularly and are consistently delivered at core times where the courts are generally not in use for adult social / pennants activity.

As commercial businesses operating from local government owned and developed infrastructure a balance needs to be struck between the income generated and investment returned into managing the asset. The hiring of courts from a community-based club should generate a return which may then be re-invested in maintaining the asset. It is questionable whether this is currently the case and whether local government in providing the resource should be underpinning a commercial business without seeking recompense at a commercial rate for the use of the asset. In the case of Point Walter courts, it is unlikely that the hiring of the courts would return a commercial value which would offset the court maintenance costs. With club-based infrastructure it is a lesser issue given the potential alignment with sports development outcomes and the long-term viability of the club. The relationship must however be seen to be a partnership rather than purely a hirer of court space.

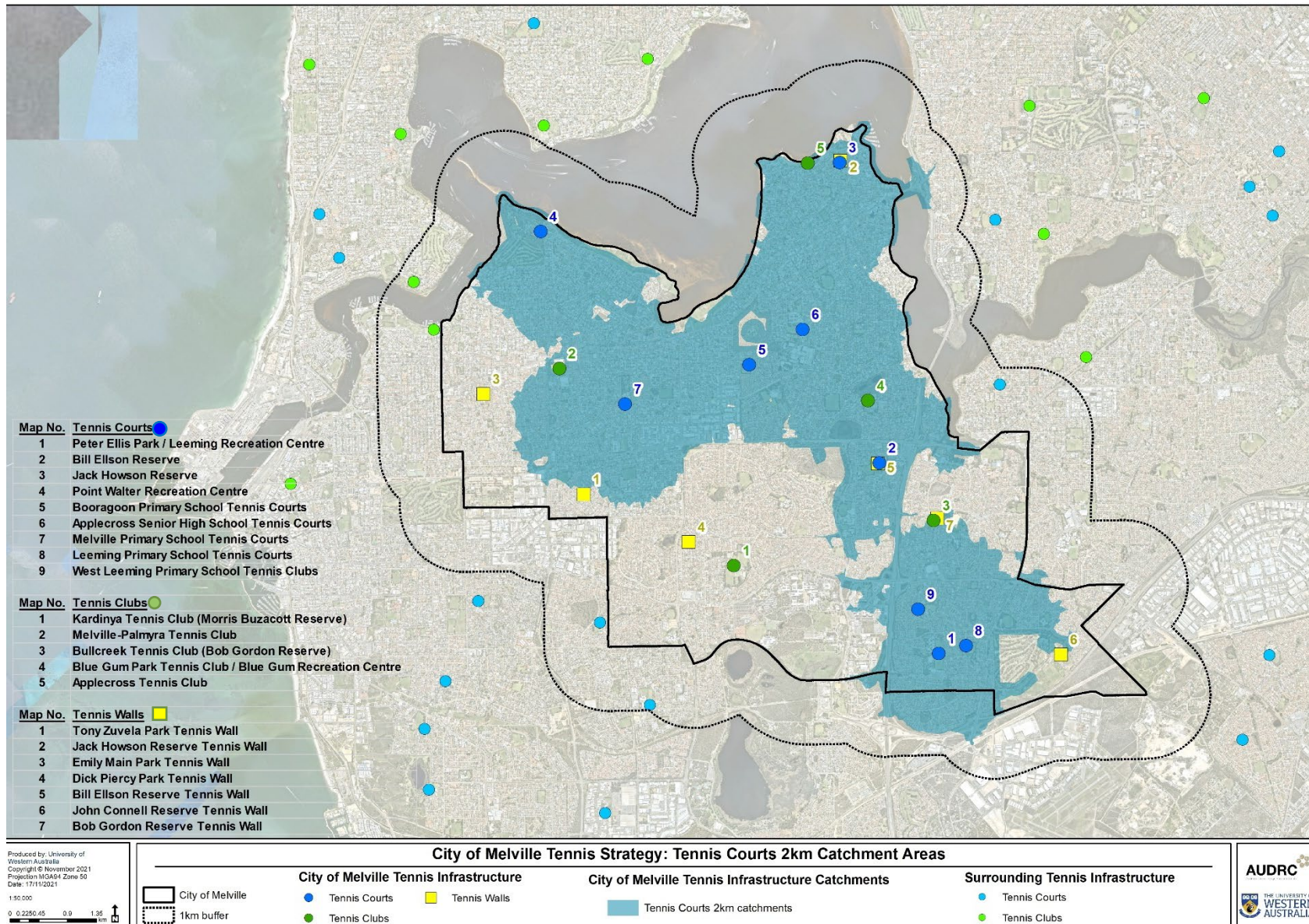


Figure 3: City of Melville tennis facility 2km catchments – Tennis Courts (non-club only)

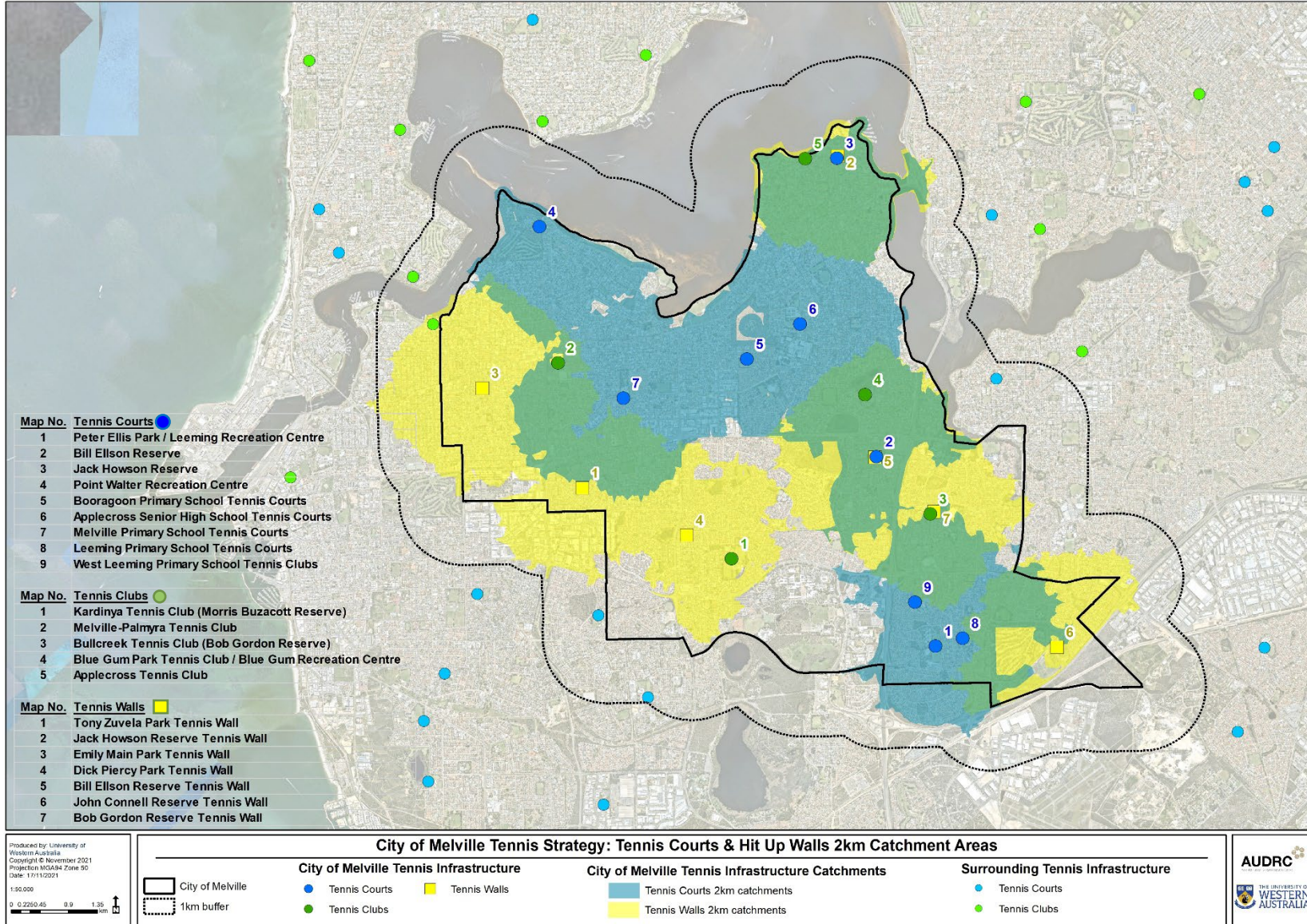


Figure 4: City of Melville tennis infrastructure 2km catchments – Tennis Hit Up Walls and Tennis Courts (non-club)

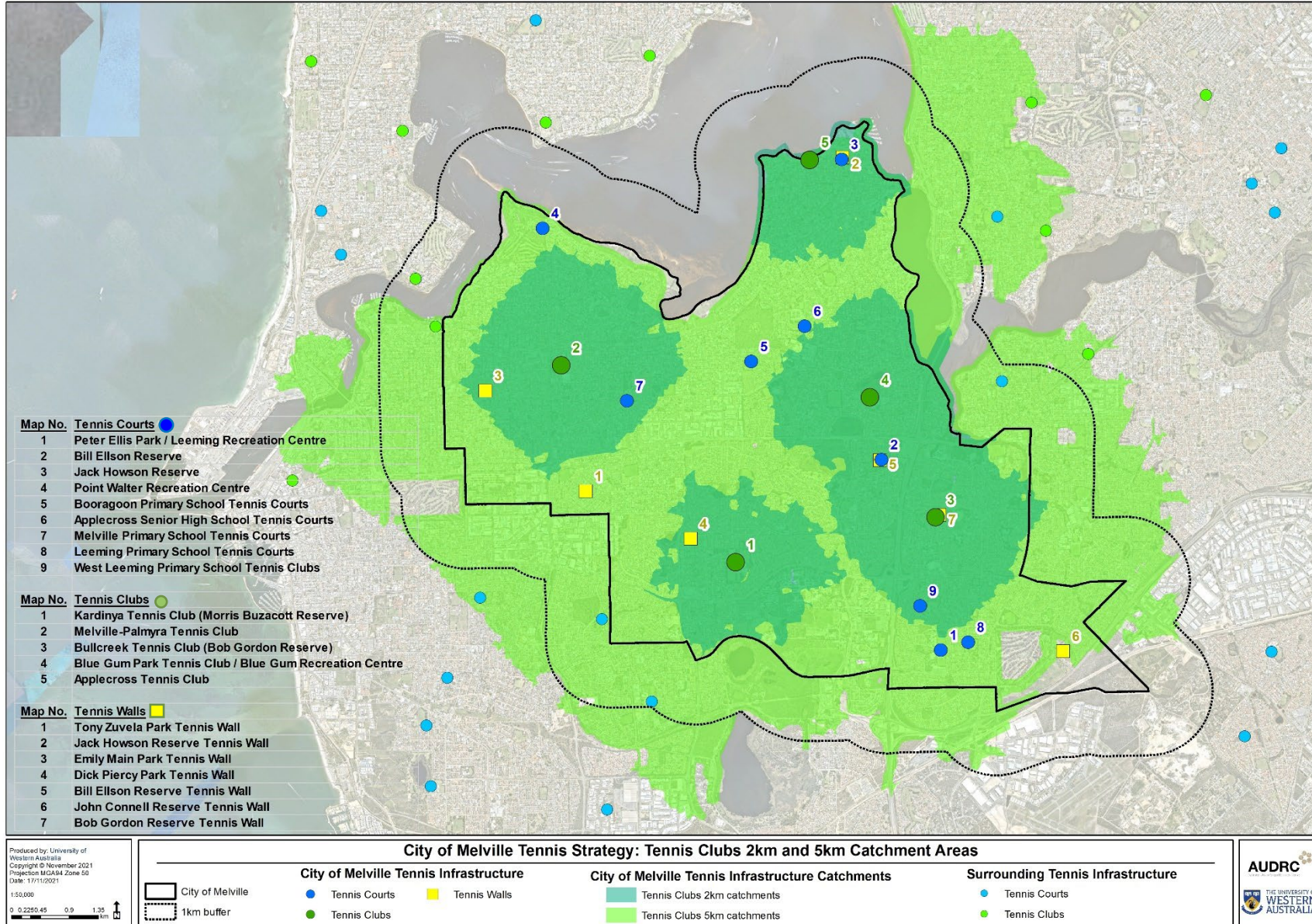


Figure 5: Tennis infrastructure within the City of Melville – 2km and 5km club catchment

4.4 Identifying Current and Future Need for Court Infrastructure

The identification of tennis court needs to service both affiliated clubs and the general community can be assessed using a number of different processes. These are referenced below:

- Current court provision within the City of Melville is split down into club (70) and general open community access courts (15) plus the additional school court facilities which could be made available under a shared use agreement (14). It should also be noted that the current court infrastructure is provided on a range of surfaces: grass (32), synthetic clay (3), synthetic (6), acrylic (32) hard court (26 – including 14 school courts). It also is to be noted that not all of these are floodlit
- The Tennis West Strategic Facilities Plan 2018, as referenced at Section 2.4 highlights that the City of Melville currently provides a 1:18 current court ratio (which is a significant over-supply against the suggested floodlit 1:30 ratio and non-floodlit 1:20 ratio combined).
- Reference is also made in the Tennis West Strategic Facilities Plan to a population ratio of courts per resident population of either 1:1,500 or 1:2,000. Taking both metrics into account a provision of 1: 1,000 (2016 population of 98,000) and 1:1,117 based on current population (2022 at 110,657) and 1:1,280 for a projected population to (126,754 to 2036). If school courts are excluded this indicates a provision ratio of 1: 1,152 (2016), 1:1,302 (2022) and 1:1,491 (2036). This again indicates a potential over-provision of courts against the differing Tennis Australia / Tennis West guide / benchmark.
- Having regard to the Tennis West Facility Strategy and based on the guidelines advocated it indicates the number of courts / clubs in Melville are sufficient to cater for growth beyond 2036. There is nevertheless indicatively an over-provision of grass tennis courts, and it is marginal for the level of hard-court provision.
- The Community Facilities Guidelines (CFG) produced by Parks and Leisure Australia (PLA) in 2020 references a hierarchy of provision which includes:
 - Regional centres of 17 courts plus (serving a 30k to 60k population range). This would be similar to the emerging TW category of a Full-Service Community Venue.
 - District level facilities of 6-17 courts (serving a 15k to 30k population range). This would be similar to the emerging TW category of a Community Hub Venue.

Based on this hierarchy current provision caters for a population range of 90,000 to 180,000. For a population of 98,080 (2016 census population for the City of Melville) this could potentially indicate a need for approximately 1 x regional facility and between 1-4 x district level facilities. If a mid-point were taken in this range, it indicates that the City would effectively currently cater for a population of 135,000. Just considering club provision provided within the City, it is evident that this would be more than the need to cater for growth in population to 2036 which is projected to reach 126,754. This does not consider the additional provision of local courts, neighbourhood courts and those located on school sites which potentially provide a community resource.

- If a further court generation assessment analysis was undertaken referencing the current Ausplay participation data (produced by the Australian Sports Commission WA specific 29 October 2021). Current participation rates in tennis are estimated at 3.2% for adults (venue based 15 years and above) and 8.0% children (ages 0-14). Children's use of the court generally would occur outside of adult use for social tennis and. These figures include club based and non-club-based use.

An assessment of court need has a direct correlation with the following assumptions:

- Participation level and demand for court space for children is mainly focussed on coaching and pennants. For coaching the use of courts can vary from multiple use (8-10 children) at any one time and for singles and doubles. Flexibility in the use of the court space is critical. To calculate court capacity the following assumptions are made:
 - An assessment is made on hours of court demand per week per person (based on pennants – home and away and training / coaching time).
 - The average total hours of court time for each participant weekly are then calculated having regard to total participation levels and capacity per court (for juniors assumed to be a capacity of 12).

- The participation levels for adults are generally the critical driver. The assessment assumes:
 - 1 court provides for 4 members playing and 4 members waiting (8) – based on typical social tennis club nights. This would be the core usage with competition/pennants operating at dedicated times at weekends / weekday evenings.
 - Average members usage on a weekly basis is between 4 and 5.5 hours (considering social, coaching and pennants).
 - It is assumed for club participation the capacity is at least 30 hour per week for hard courts (i.e. 3 x 5 hours weekday usage and 15 hours at weekends). This acknowledges the various capability of each surface type.

This would clearly vary from club to club and does not consider current membership levels at each club facility, nor the varying daytime use for social tennis activities. It also assumes that all players / participants are members, which clearly is not the case.
- Taking the above into account the following table identifies the projected court demand for both junior and senior use.

Table 5: Current and Projected Participation and Court Demand

	2016	2026	2036	2016	2026	2036
	Projected Participation Levels (City Wide)			Court Demand (City Wide)		
Children (0-14)	1,418	1,518	1,643	14	15	16
Adults (15-Over 85)	3,472	3,950	4,354	62	71	78
TOTAL	4,890	5,468	5,997	76	86	94

Current projections indicate a maximum court demand for 76 courts currently if junior and senior participants were all active at one time. Projected forward to 2036 this indicates a need for up to 94 courts across the City. Within the City there are currently 99 courts with potential availability.

Having regard to all assessments processes, all indicate an over-provision of tennis club and court infrastructure. These are however only one mechanism of assessment and do not take into account other dynamics which may be present in a local area. It also does not take into account the level of social tennis which may not be fully captured by assumed / calculated levels of participation. It is evident the extent of grass court provision and flexibility of use associated with a variety of surfaces and availability of floodlighting will impact on both court capacity and use. This analysis therefore needs to be considered against other metrics and emerging data capture (particularly through ClubSpark).

4.5 Asset Considerations for Future Planning

The following outputs directly influenced the subsequent club and community consultation process:

- Of the five tennis clubs, all have assets with the building's asset assessment ranging from a good to modest condition. Reference however is consistently made to the age of the infrastructure as being a qualifying factor. When added to the functionality assessment a number of the facilities require significant future proofing and planning if they are to be retained as viable assets. In particular:
 - Applecross Tennis Club: With recent investment in court infrastructure and the most significant issue relates to maximising the use of the four hard courts and ability to expand all year-round club activities through the installation of floodlighting. This is a matter for the club to pursue through the Department of Biodiversity, Conservation and Attractions (DBCA). The ongoing maintenance of 10 grass courts will need to be reviewed on an ongoing basis as they will continue to draw significantly from club resources. The facility is functional and is not in need of major renovation.
 - Blue Gum Park Tennis Club: The functionality of the building is reasonable but there is a clear lack of alignment with other users of the site (community centre) which could be improved. This could include a greater functional alignment between squash and tennis infrastructure. The requirements of the club appear modest with regard to other aspects, and they are considered to be a successful club. The

retention and ongoing management of grass court infrastructure is likely to draw resources which may be best expended elsewhere.

- Bullcreek Tennis Club: The need to put in place a gradual resurfacing and upgrade program given the current state of the court surfaces, particularly for the clay and southern court. Consideration of the hit-up wall and options for future court infrastructure in this area could be considered (albeit there are significant retaining wall aspects which would need to be considered).
 - Kardinya Tennis Club: Probably have the most significant issues associated with current infrastructure. The shared clubhouse facility while functional is not meeting their needs while two courts are currently out of use and a further seven appear to be close to being rendered unplayable without investment in their re-surfacing. As part of this process attention needs to be given to the surrounding fencing, court floodlighting, management of the trees / vegetation and stormwater flow across the courts. This will require extensive planning on site to ensure that the investment in replacing the courts will achieve a long-term viable outcome for the club.
 - Melville Palmyra Tennis Club: The need to monitor over the next few years the potential impact of the Padel Court infrastructure on the financial viability of the club. The co-location with other sporting codes has clearly caused some issues in relation to the use of the bar and clubhouse but has the potential to be addressed through a current clubhouse re-design process.
- Any future investment in all the above club facilities would need to be linked to an asset replacement / sinking fund model. This in turn will need to consider alternative management models and future funding opportunities. Alternative models which may be considered include:
 - City Managed where all bookings, tenants, contracts, and maintenance of the facilities would be managed by the City. Under this option, the City is responsible for all operating and renewal costs of the facility and collects fees and charges to offset some or all of these costs. The club would enter into a sub-tenancies/user agreement (or seasonal license) to guarantee priority bookings.
 - Club Managed – Specialised facility. Currently fall under specialised facilities where the ongoing management, maintenance and renewal of the facility is the primary user group's responsibility along with insurance obligations (as is the case at Kardinya TC).
 - Hybrid Models where the City may take on additional maintenance and renewal responsibility through a contribution method that would effectively cover the costs on the maintenance and renewal obligations.
 - In those facilities where grass is provided (club and non-club based), a review on an ongoing basis should be undertaken on their viability and impact on the overall viability of the club having regard to usage and alternative income generation / increasing participation.
 - The level of tennis infrastructure within the City is relatively large albeit the hit-up walls, where they are not related to tennis club sites have limited potential for the growth of club activities. They do provide opportunities for children / youths to be introduced to the sport and hone skills on an individual basis, but many are limited infrastructure located within parks and part of a multi-functional use. The walls located in Dick Piercy Park is limited in relatively isolated to a degree that its value to the community is questionable.
 - There are significant opportunities available to utilise school infrastructure for a variety of tennis programs and a strong alignment with clubs and schools should be fostered. This would be the responsibility of the clubs and their aligned coaches to enhance potential school development programs and offset the demand for additional tennis courts.
 - The provision of isolated tennis court infrastructure at Point Walter, Mandala, Bridgewater (Jack Howson Reserve) and Peter Ellis Park appear to provide a good local resource, but it is questionable whether the assets are fit-for purpose. In the case of Bridgewater, the courts are used infrequently and are not of a compliant dimension with appropriate safety run-off. Point Walter as a unique isolated grass court facility would require significant ongoing investment to maintain to an acceptable level. Both Mandala and Peter Ellis Park provide valuable local resources which again appear infrequently used.

5. Stakeholder and Community Consultation

The stakeholder and community consultation process included the following approach:

- Meeting with City of Melville Officers and neighbouring City of Cockburn to ascertain their future tennis development plans,
- Meeting with DLGSC.
- Meeting with Tennis West and collation of contemporary data relating to the clubs in particular and the evolving club support program.
- One to one meetings with all affiliated clubs and stand-alone tennis court infrastructure with managed access by community / alternative arrangements (including Belgravia Leisure who manage Point Walter Golf Course and Tennis Infrastructure.
- One to one meetings with selected schools and coaches who are involved in managing courts / operating tennis programs.
- Online and in person survey open to the wider City of Melville community through the City's online engagement page, Melville Talks.
- Online workshop with COM Tennis stakeholders
- Additional meetings with individual Tennis Clubs
- Additional Workshop with COM Tennis Clubs and Tennis West
- Elected Member Workshops – 1 with Clubs and Tennis West and 1 with City officers.

The intent of the consultation process was to verify and add to information collected to date and generate a greater understanding of the quality and accessibility of tennis infrastructure to ensure the recommendations and future investment decisions are best informed. A summary of the outputs from the consultation process is provided below and supported through a separate engagement report.

5.1 City of Melville, City of Cockburn Outcomes

The City of Melville recognise the following matters which require consideration in the development of the strategy:

- Applecross Tennis Club: Considered to be largely a social club which has recently completed several improvements and has a desire to floodlight courts. The City consider the club should pursue the floodlighting option through the correct DBCA approval process.
- Bullcreek Tennis Club: Considered to be an active and competitive Club, they use courts outside the City in peak times and utilise the Tennis Australia book-a-court system. The upcoming Bob Gordon Reserve Play space project is to be considered in the context of the site. i.e. the potential impact on traffic, parking and the clubs desire to add courts etc.
- Kardinya Tennis Club: Some issues with the court surface on a number of courts, floodlighting needs improvements/repairs, they are part of an Association (Kardinya Sports Association) sharing the building.
- Blue Gum Park Tennis Club: Tennis West Regional Tennis Centre. High level competition club with strong social element. They have shade shelter improvement plans.
- Melville Palmyra Tennis Club: 2 Padel courts in construction (now completed and operational) and utilise book-a-court system. They are part of the Melville Reserve Sporting Association where building upgrades / refurbishment are currently in design phase.

The City of Cockburn were consulted due to the potential influence of proposed tennis infrastructure development in the southern growth corridor of Metropolitan Perth. The City confirmed that a previous tennis club located at Davilak Reserve in the northwest of the City had ceased to exist and the City had no intention of developing a further club base. Anning Park (adjacent to North Lakes Road, south of Bibra Lake) was being considered for a six-court facility but it is unclear whether that level of infrastructure could be developed on the site given the constraints. There is an unaffiliated club at Coolbellup with 40-50 members, but it is not considered that there is any intent currently to become affiliated.

The City currently have no ability to track usage which is inhibiting investment. They would wish to look at options such as book-a-court to assist with this process.

The DLGSC indicated they would defer any identification of priority clubs for investment to Tennis West and confirmed that the current state tennis centre site is likely to be retained for the development of the replacement facility, albeit there is no current funding commitment in place.

5.2 Tennis West

Tennis West (TW) were requested to provide detail in respect of the overall growth and future direction of the sport and clarify matters in relation to the 2018 facility strategy, referenced above, The following outputs are key to the development of the strategy:

- Current Tennis Australia (TA) Standards are recognised as not being contemporary and there is a need for them to be more reflective for the WA environment. This is work in progress.
- Work is being undertaken in reviewing the 2018 facility strategy and TW have changed the way they are dealing with clubs and being more proactive.
- Thriving tennis community produced by Tennis Australia references 8 pillars: Know your community; **Appropriate Products; Right Management Model**; Welcoming, Safe and Inclusive: **Clear Identity and Vision**; Financially Viable; Sustainable Facilities and a **Digital Presence**. The City of Melville tennis clubs out-perform the national average for 4 out of the 8 pillars (those highlighted in bold above). Financially viability is just below the national average. Tennis West developed action plans focusing only on the pillars that have scored poorly which sets a baseline for resources provided to clubs.
- Lighting is a major factor for all facility infrastructure as it is hugely important for the growth of the sport.
- Data capture of book-a-court is now becoming more widely available (3 clubs within the City have adopted the system). Only Blue Gum and Bullcreek have the full Book-A-Court system. An igloo Bluetooth lock is also being trialled to provide greater controlled accessibility to courts. Club Spark is a management program aimed at supporting clubs and they wish to broaden its use. This data however lies within the club's ownership but indicates that currently (2021) membership sits at 188 – Applecross TC, 392 – Blue Gum TC, 388 – Bullcreek, 107 – Kardinya TC and 63 – Melville Palmyra TC.
- The intent is to develop all of the clubs strategic plans which is work in progress.
- The impact of tennis coaches which are not aligned to a club is a concern as it potentially inhibits the development of the game. Blue Gum Tennis Club is the only Red Ball (school program) Club in the City, with 180 children participating across 4 schools
- TA wish to incorporate other racquet sports (Padel, Pop and Pickle) under its remit as they are complimentary uses.
- Padel courts are now available at Melville Palmyra Tennis Club providing a unique point of difference.
- All clubs have the capacity to run a Hot Shots program however none have dedicated courts. These are run as part of the coaching program on modified courts with additional modified equipment.
- All clubs have other revenue streams currently or that they are willing to explore. As part of our strategic facilities plan, we encourage clubs to be multi-use venues in order to generate additional participants to their clubs and to also provide additional revenue streams in order to sufficiently maintain their facilities.

Additional Book-a-Court data was provided by Tennis West to provide an understanding of the extent of community use of current tennis infrastructure for both Blue Gum Tennis Club Bullcreek Tennis Club. The outputs from the data from a selected week (June 2021) indicated that throughout the week the following level of usage was achieved on the courts which benefited from the system:

Table 6: Current Book-a-court Outputs (June 2021) – Blue Gum TC and Bullcreek Tennis Club System Reports

Facility	Courts	Mon	Tues	Weds	Thurs	Fri	Sat	Sun	Total
Blue Gum	12	76	105	73.5	117	57.5	112	66	607
Bullcreek	10	50.5	61	75.5	79	37	116	60	479

To put the book-a-court data into perspective it would not be unreasonable to consider the capacity of hard courts during any one week would be:

- 4 hours during the day for school programs and club social activities (i.e. 5 days at 4 hours x 10 number of courts = 200).
- During the weekday evening and afternoon to cater for additional club and social activities and after school coaching it would be assumed that the capacity would be 5 days at 5 hours per day x 10 number of courts = 250 hours.
- At weekends it is assumed that pennant tennis on a Saturday would occupy a minimum of eight courts for five hours on a Saturday = 40 hours. Junior Pennants may equate to four hours of eight courts = 32 hours. 2 additional courts for coaching over 4 hours would equate to 8 hours
- Social tennis / coaching on a Sunday would equate to five hours per court which if it assumed to have 10 courts availability this will occupy 50 hours use.

When considering a ten hard court facility the realistic capacity related to hours of available use is 580 hours. Based on these assumptions Bullcreek Tennis Club is operating at a realistic capacity of 82.5%. If this were extended to a 12-court facility the following calculation would apply to determine capacity:

- 4 hours during the day for school programs and club social activities (i.e. 5 days at 4 hours x 12 number of courts = 240).
- During the weekday evening and afternoon to cater for additional club and social activities and after school coaching it would be assumed that the capacity would be 5 days at 5 hours per day x 12 number of courts = 300 hours.
- At weekends it is assumed that pennant tennis on a Saturday would occupy a minimum of twelve courts for five hours on a Saturday = 60 hours. Junior Pennants may equate to four hours of eight courts = 32 hours. 4 additional courts for coaching over 4 hours would equate to 16 hours
- Social tennis / coaching on a Sunday would equate to five hours per court which if it assumed to have 12 courts availability this will occupy 60 hours use.

When considering a twelve hard court facility the realistic capacity related to hours of available use is considered to be 708 hours. Based on these assumptions Blue Gum Tennis Club is operating at a realistic capacity of 85.7%.

When the actual figures are broken down further it can be seen that on some days the clubs exceeded the daily projected capacity but on others, they were well below. Overall, throughout the week the court usage appeared high. It is also to be noted with both clubs the coaching and senior hours dominate the use of the courts with limited opportunities for non-members to gain access. There are however still significant areas on non-members use across the day on both facilities. Competitions tend to be programmed well in advance and require the allocation of all courts for this purpose. The one warning with such data is that while the court usage is captured, the number of players / members utilising the courts during that time is not.

The key areas the book-a-court data identifies is the relatively high level of spare capacity on both facilities on a Sunday afternoon. For most evenings the use of the courts is high from 3:30pm onwards, but there remain opportunities to increase use. This data does not include access to the grass court infrastructure at Blue Gum Tennis Club and therefore the overall usage of the site cannot be fully assessed.

*It is noted that the data used in the above was from June 2021 (Winter) and that courts are typically booked less during this season with cancellations a common occurrence due to inclement weather and the like.

The strength of this section of the report highlights the importance of the book-a-court system and the excellent level of data and insights obtained from the product that greatly assists future decisions about facility planning and upgrades.

It is further noted that since the production of the initial Tennis Strategy document, all COM tennis clubs are now using the book-a-court system which is a great outcome that will support future infrastructure planning and investment.

5.3 Club Consultation Outputs

The one to one meetings with the clubs focussed on a number of key aspects and sought additional supporting material in respect of their financial viability, current and future planning intent. A summary of the output of the consultation process is provided in Table 7 below:

Table 7: Overview of Consultation Outcomes with the City of Melville Tennis Clubs

Theme	Melville Palmyra Tennis Club	Blue Gum Tennis Club	Bullcreek Tennis Club	Kardinya Tennis Club	Applecross Tennis Club
Financial viability	The club appears to be financially viable with several initiatives in place to ensure long-term success. This includes the expansion of offerings such as Padel tennis and book-a-court. Have money set aside in a sinking fund to resurface infrastructure.	The club is financially viable with several initiatives in place to ensure long-term success. This includes the expansion of offerings such as book-a-court which provides the highest financial return from the system in the state (income levels more than \$1k per month).	Book-a-court has been a significant success. From 2005 the club became more open / accessible for members and non-members outside of organised tennis activities. Club appears to be financially sound with a positive balance and a sufficient sinking fund to resurface courts and maintain court infrastructure.	Club appears to be financially sound with a growing (positive) balance. The recent introduction of book-a-court should enhance the financial capability of the club.	Club appears to be financially sound with a growing (positive) balance. Revenue has been steady even through Covid. The book-a-court system has been set up through ClubSpark and this has seen a growth in revenue.
Strategic Plan	Currently in review. They have a back to business continuity plan which has been put in place.	Business Plan has managing the club at front and centre but need to establish a monitoring and evaluation process.	The club use the business plan to guide the maintenance of the facility.	No mention of one.	They have no strategic plan in place yet but do have a draft plan of ideas which they are working on.
Partnerships	It is not just a tennis facility and operates as an association (Tennis, Junior Footy and Cricket) and provides access to Leisurefit members.	3 autonomous clubs, 2 of which are part of the sporting infrastructure. The club own and generate income from the squash courts. The current operator is a highly credentialed player and coach with substantial experience in squash centre management and has a good relationship with the club and coaching. The club previously had to manage the	Local schools engaged through coaching programs.	Indicative school use	Indicative school use

Theme	Melville Palmyra Tennis Club	Blue Gum Tennis Club	Bullcreek Tennis Club	Kardinya Tennis Club	Applecross Tennis Club
		system but there is now no need for that to occur.			
Membership	The scope of membership has reportedly increased. Current membership stands at 161 listed members but only 13 in the ages of 0-16.	Information to be supplied. Extensive junior program not captured in memberships. Additional throughput aligned to initiatives to attract family use and greater alignment with the commercial squash facility.	Currently at 338 (2020/21), having been at or around that level for the past seven years. They have no need to push for new members as they have too many and are over capacity on the current court space despite the issues associated with surfaces.	130-140 members – 1/3rd come to social events.	The club have fundraised, developed the membership base and increased the number of social events. In the last 7 years memberships have increased from 100 to 350. numerous types of members (30% are juniors). 45/50 are family members.
Participation	No participation numbers were provided. Midweek group have a good take up of adult users and fast 4 on Tues has 20 players. There is a lot of capacity on Saturdays.	The average number of bookings is 120 per month and approximately 1,000 hirers – not sure of the later is over a 12-month period. Mon and Weds programs: 40% of players are non- members.	They currently have the demand for more junior space and therefore have had to hire other venues at a cost to the club.	1,100 people used the courts in 20/21. 220 schools 200 hires of the courts.	It is jammed most mornings with juniors. The junior pennants teams have increased from 4 to the current 15. Men have doubled in pennants numbers. Ladies play on Tuesday and have increased from 22 to 40. Fridays includes social tennis and women's which has doubled.
Coaching	Tennis Excellence is the coach at the facility. Program is evolving	Tennis Excellence is the coach at the facility operating an extensive program weekly.	Perth Performance Tennis Academy - coach has to be restricted on court use – he would wish to expand his business but has been restricted from a club basis due to conflict with key social / pennant use. This is considered to be a risk for the club business.	Tennis Academy Perth (Mike Gill) – coached juniors and seniors and cardio tennis	The current coach (Breakpoint) is as good as they could get running a variety of programs.

Theme	Melville Palmyra Tennis Club	Blue Gum Tennis Club	Bullcreek Tennis Club	Kardinya Tennis Club	Applecross Tennis Club
Programs and initiatives	They have identified a number of initiatives in order to maintain a progressive outlook and in particular the need to diversify.	In winter – men have run a comp for 15 years (Tues – Intra Club) which utilise 6 courts. It is the same for women who use 4 courts for an intraclub event.	A wide range of programs across various surface types. Catering for all abilities and ages.	Looking at event planning on-line.	A focal point has been on the social tennis and increasing the capability of the club.
Issues	<ul style="list-style-type: none"> Getting parents up and engaged More recently there has been better engagement with Tennis West. <p>Competitors</p> <ul style="list-style-type: none"> Melville Primary School which impacts from a local junior engagement perspective. East Fremantle is also a potential competitor as they are just down the road. They own their facility and therefore have greater flexibility. 	<ul style="list-style-type: none"> No room for expansion. Limited gaps/availability for programs etc. Competitions and leagues are being reviewed – there is unrest regarding the league structure relating to whether Tennis West is catering for everyone. 	<ul style="list-style-type: none"> Demographics shows members come from further outside of the City. Tennis West Plan of 2018 did not help the club. They want to expand and cater for needs – best medium sized club in Metro Perth with a turnover of a reasonable amount of membership. They lose membership due to lack of courts and occupy additional courts on a grace and favour basis. Security, control, and infrastructure are the three significant issues they have to deal with - the club activity on courts is their main asset base. Conversion of juniors to seniors is low. 	<ul style="list-style-type: none"> The catchment is broader than Melville. <ul style="list-style-type: none"> 52% Melville. 32% Cockburn. 16% others. Several courts are out of commission and others are at the end of their useful life. The court booking system is still on-line / phone as the book-a-court system has yet to be installed. Lights need to convert to an automatic system. Court cleaning – fortnightly is necessary due to drainage / vegetation issues. 	<ul style="list-style-type: none"> Club lighting has been problematic. Overall \$50k is required for the maintenance which is covered by membership fees.
Desires	<ul style="list-style-type: none"> 2 x function rooms would help both senior clubs. Each club requires the size of the existing function space. 	<ul style="list-style-type: none"> Clubs vision is for one centre – the current community centre provides for dancing and pickle ball – they are 	<ul style="list-style-type: none"> They need disabled unisex toilets for wheelchair tennis and inclusion tennis. 	<ul style="list-style-type: none"> Toilets – no UAT Clubhouse is shared with other sports 	Developments being considered include:

Theme	Melville Palmyra Tennis Club	Blue Gum Tennis Club	Bullcreek Tennis Club	Kardinya Tennis Club	Applecross Tennis Club
	<ul style="list-style-type: none"> • Provision of more shade. • The multi-sport area also provided on site is likely to be as a mini court / community function area. They will be looking to extend the bar licence to this area. • Facilities need to be upgraded. 	<p>trying to bring it all together to align all groups into one reception area.</p> <ul style="list-style-type: none"> • Provision of more shade and seating. • Facilities need to be upgraded. • They have recently been successful in gaining Club Night Light Program Funding to upgrade floodlighting to LED lighting. The UTR requires 350lux for these but only 250 lux for lower-level comps. • Electronic membership through a central area would resolve all issues with the building inadequacies. 	<ul style="list-style-type: none"> • The club want to expand but cannot get council support. • Hit up Wall is poor and needs replacing. If they could get additional courts with a hit up wall, they would take over the asset management responsibility. • The three clay courts need replacing. • Looking to move towards LED floodlighting installations. 	<p>and can result in conflict.</p> <ul style="list-style-type: none"> • Want to develop the site for wheelchair access – the nominated club in the zone. • Opportunity for Pickle Ball on site. • Car parking is required. • The fencing is in urgent need of replacement. • Lack of viewing areas. • Power supply is unreliable. 	<ul style="list-style-type: none"> • Floodlighting to the recently developed courts. • Coffee shop either at the front or adjacent to the rear footpath as a hole in the wall café. • Additional outdoor seating. • Croquet • Cross country bowls.

5.4 Additional Tennis Club and Tennis West Consultation

Following deferral of the original Council item in August 2022, further engagement took place with Tennis West and COM Tennis Clubs to discuss the draft recommendations and strategic direction in further detail. These engagement activities included individual meetings with each club and a workshop with all clubs and Tennis West.

2 additional workshops were also conducted with COM Elected Members: 1 with Tennis Clubs and Tennis West (25 October 2022) and 1 with City officers (22 November 2022). The Tennis Clubs and Tennis West’s presentation to Elected Members on 25 October is attached. The presentation focussed on Tennis in WA and the City from a broad perspective and outlined the strengths of each COM tennis club, current planning considerations and the future direction Tennis West and the clubs would like to travel in.

5.5 Additional School, Court Management and Coach Consultation

During the audit process the current managers of the existing community court infrastructure were contacted and advise in respect of the general bookings and usage:

- Mandala courts is fenced, and usage was limited to 3-4 regular users in winter per week. In summer there are two groups which play on an ad hoc basis. When unlocked (during covid) they were used day in and day out. In some weeks the courts may not be used at all. The floodlighting is good and the hit-up wall is used extensively. The courts are booked in advance and paid for with the key collected from an agreed location.
- Courts at Jack Howsen Reserve, Applecross, are fenced and usage is undertaken based on an honour system with the key available in a plastic box for collection and payment of the fee. The courts are well patronised by people who walk. Applecross Tennis Club looked to take over the court, but the run-off is sub-standard/restricted.
- Point Walter Tennis Courts are managed by Belgravia Leisure who manage the adjacent golf course under contract with the City. They capture hires – there were 74 hirers in 2020/21 at \$14 per hour and 78 hirers at \$18 per hour. Most of the bookings are per hour and through a local coach. Belgravia advise the City of the numbers through a monthly report and retains all of the money. It is an obligation taken on behalf of the City but not an income generator. The nets are held by Belgravia and hirers have to come and collect. No-one holds racquets to hire.
- Marshall Tennis Academy: Previously the resident coach at East Fremantle (for 25 years) and has also been involved with Melville Palmyra Tennis Club. Now uses Point Walter courts. He runs lessons and pays for courts monthly. The academy does not coach at clubs currently mainly due to the lack of flexibility. All club deals are different – there is always a need to look at an area and assess the likelihood of engaging with schools close by and the general affluence in the area. All coaches must focus on juniors to maintain the business. Hard courts would be better as it would provide for a more effective business model. You need volume to develop a business.
- Leeming Senior High School: current multi-purpose courts are used for basketball and netball and are in use pretty much during school days with occasional after school use. There is no court hire, and the school is happy for that to occur. It is all a council asset responsibility – a user agreement is in place which permits dedicated school use of the ovals from 7am to 4:30pm. The court surface is getting to a point where it needs to be resurfaced. Bullcreek Tennis Club looked at using the courts but are not suitable in their current state for competition play and there was no storage space available within close proximity. The changing facilities are on the wrong side of the courts.
- Applecross Senior High School: Courts are associated with the Applecross SHS Specialist Tennis Program (100 students in the program). They have been hoping to establish a court booking system for afterhours however the P&C is running into some roadblocks with our current fingerprint system and software and also the school policies. Access to the courts is only allowed by current Applecross SHS Tennis students. Access to the pavilion needs to go through the school.

5.6 Community Consultation Outputs

The community consultation process was undertaken in accordance with the City’s Stakeholder Engagement Policy (CP-002). The City hosted a survey on its engagement page Melville Talks, and the survey was open to the community from Monday 25th October and closed Tuesday 9th November 2021. 836 online responses were received with 835 people visiting the page. It is estimated that based in the responses collected, the sample will reflect a high level of confidence that the views expressed are reflective of all residents within the City. A separate consultation report has been prepared and shared online. The key outputs are included in Table 8 below:

Table 8: Outputs of the Community Consultation Process

Theme	Responses
General Comments	

Theme	Responses
A life sport	Tennis is a sport that can be played throughout one's life and the need to cater for a broad age range of the community is key to participation.
Accessibility	The need to apply universal access design principles to all existing and future developments to ensure they cater for the broadest use. Safety is likely to be an important factor in facility use, most notably in public facility use where car park and path lighting would act as a barrier for participation. 66.7% of responses arrived at the facilities by car and 17.6% walked. The majority of users who used facilities were within 10 minutes at 57% or 15 minutes at 83%.
Bookings	Access to booking a court needs to be made easier and should be under one unified system.
Catchment	Notably more than one quarter (27.16%) of respondents lived in non-City of Melville suburbs. This supports the view that clubs such as Kardinya are likely to have an extended catchment into the City of Cockburn and Bullcreek and Blue Gum servicing residents within the City of Canning. Melville Palmyra Tennis Club is likely to compete for a similar membership cohort to that of Fremantle Tennis Club (Fremantle Park) and East Fremantle Tennis Club, which is located on the boundary of the City within 1km buffer zone.
Diversity of service offerings	The need to consider provision of Pickleball and Padel tennis.
Club Usage	The majority of respondents indicated that the most popular tennis clubs by use were by adults / children were Blue Gum Park (233 / 96), Bull Creek (212 / 107) and Kardinya (132 / 56) and Applecross (130 / 72). Melville Palmyra ranked relatively lower which is potentially reflective of their current membership base which is lacking in youth/juniors. School facilities for children ranked relatively high but recreational tennis court use was low as was the use of hit up walls in local parks by children.
Facility attractiveness	The top reasons for using a facility of choice were proximity to home (305), friendly and welcoming (264) and good tennis programs and activities (181). The access to good tennis coaches also ranked high as did the type of court surface. Free use ranked lowest. Environmental factors such as it being welcoming, safe and clean are extremely important, as are the sport specific factors such as floodlighting, fees (affordable), and programs.
Coaching	A number of general comments were received in respect of the quality of coaching and programs offered at each club
Floodlighting	A general demand for additional floodlighting for those courts currently without.
Indoor Tennis Courts	Requests for indoor tennis, mixed comments regarding the different surface types.
Communication	Enhanced communication between the City and clubs.
Public Tennis Courts / maintenance of assets	A requirement for better quality provision to resurface or replace the current infrastructure in parks. Maintaining facilities as fit-for-purpose and a range of tennis facilities is considered essential. Court infrastructure has been identified as closed and single use with limited public access.
Hit up walls	Provide more publicly accessible hit up walls which are free to use.
Court surfaces	Mixed comments were received regarding the different surface types.
Affordability	Response to this was mixed with some general comments regarding affordability and the need to provide free courts. Affordability was identified as the top reason for not participating along with time/motivators, sociability, and better access.
Participation	62% of people indicated that they participate all year around, accounting for 441 of the respondents. 451 people indicated that they participate in tennis between 2-5 times per week indicating a high level of interest in tennis within the City.

Theme	Responses
	Adult club based social (417) and social tennis – not club based (372) were the predominant use of the respondents indicating a clear and high demand for non-affiliated use in addition to traditional club-based activities. Pennant’s competition (285) was also a key driver of participation. For children pennants competition (182), coaching clinics (170), social tennis – not club based (127) and club based social (122) were the top activities.
Club and Court Specific Commentary	
Applecross Tennis Club	A high number of respondents to strong support the provision of lighting to the facility (courts 11-14), with a small number against additional lighting. Support for the social side and welcoming club.
Blue Gum	A range of comments relating to the quality of floodlights, increased quantity of courts, retention of grass courts and improving spectator facilities. Wheelchair access to courts and clubrooms has been requested. Most comments indicate that it is a good club to be a part of some say expensive and is seen as an exclusive club.
Bullcreek Tennis Club	A high number of respondents requesting more courts and replacing clay with a different surface.
Melville Palmyra Tennis Club	No specific responses related to the facility or other matters.
Kardinya Tennis Club	Most comments were regarding the club culture, programs, how welcoming it is and user experience. Other key comments are in regard to upgrading the facility (in particular the court resurfacing and floodlighting replacement and a significant upgrade to ensure parity with other similar facilities in the City).
Mandala / Bridgewater courts	Upgrade of courts required. Improve the booking / management system
Point Walter	Comments requested that the City does not close the facility.

5.7 Engagement Outputs Overview

The consultation process contributed to the understanding of tennis infrastructure use and confirmed a number of critical considerations in relation to the current club and general community-based tennis infrastructure. The potential implications for clubs, the community, and commercial operators (tennis coaching businesses) if facility provision were to be lost would be significant. Ongoing investment in management and maintenance of facilities has been an underlying requirement referenced in many comments received. While the support of Tennis West for clubs has improved, this is still work in progress and will provide a significant database and resource which in the long term to assist in the development of the sport.

There is a need to ensure that current infrastructure and clubs are sustainable in the future given the costs associated with the traditional level of services and programs which are expected by members of clubs or casual users of courts. It is evident that such a consideration is critical to the clubs, and they are seeking explicit guidance and advice on how to manage and grow with limited financial resources. This is a very real issue with some facilities and there are areas where investment is required immediately. Clarity in respect of roles and responsibilities in the development of the strategy is required as many comments allude to a requirement for further investment in infrastructure which are unlikely to be met within existing City budgets. These matters are identified in detail in Section 6 where the outputs of all the research is consolidated.

6. Strategic and Operational Considerations

The output from the consultation process identified a number of key themes which are evidenced through the analysis and an overview of those is presented in table 9 below:

Table 9: Challenges and Opportunities

Challenges	Opportunity / Solution
Overview of Tennis Club infrastructure	
There are three successful clubs in the City (Blue Gum, Bullcreek and Applecross). Kardinya has seen a growing membership while Melville Palmyra is seeking to diversify its revenue streams. In all clubs the facilities are ageing and there is pressure related to the management of existing assets.	A review of current lease agreements and roles and responsibilities in respect of the management of the assets is required. All clubs have expressed a need for City support in the management of an ageing asset base. There is however no obligation on the City to resurface or replace playing surfaces which, in accordance with the asset management requirements of the lease, rests with the clubs.
Kardinya TC have experience significant growth over the past three years despite the constraints which has not been matched with investment in the asset. Current investment requirements are immediate to avoid closure and requires an urgent collaboration with the City.	The potential bringing forward of the master planning for Morris Buzzacott Reserve is unlikely and such investment is a long-term proposition. Immediate resolution to this issue may only be achieved through reviewing the current lease arrangements, investment through a self-supported loan and changes to the ongoing management of the asset is likely to be the best way forward if the club is to continue. With the absence of club infrastructure in the City of Cockburn and limited potential, the importance of retaining the club to service a potentially extensive catchment is emphasised.
There is an ageing membership and challenges with the development of junior tennis at Melville Palmyra TC. The co-location with other clubs has also been a challenge which the club have worked through. Junior development needs to be a key priority in addition to diversifying income streams moving forward.	The current approach by the club in diversifying the income base may allow the club to develop a sounder financial footing to improve financially and attract younger members. This will need to be monitored over time and activities promoted through the City of Melville. Current planning to enhance the clubhouse facility is underway and should improve the quality of services offered to members
The ageing infrastructure at Blue Gum Tennis Club and lack of alignment with other facilities / services within the site does not enable the club to maximise opportunities. There is potential to re-align current planned investment related to the community centre to incorporate both the tennis club and squash infrastructure.	Plans have been advanced regarding the future development of the community centre in isolation. This decision cannot be reversed. Future planning should however consider a greater integration of the groups on site.
There are current investment requirements of Bullcreek Tennis Club which includes the resurfacing of current clay courts and potentially additional court development.	The club under their current obligations are responsible for the resurfacing / replacement of court infrastructure. Investment by the City is currently in place with the hit up wall being demolished and replaced (including the surface) as part of the Bob Gordon premier play space project.
Current Investment requirements of Applecross Tennis Club include the need to finalise the recent court investment project with the installation of floodlighting.	While the issue of floodlighting has been the subject of local opposition, the City are generally supportive of its installation subject to gaining the appropriate approval

Challenges	Opportunity / Solution
	through the DBCA. The onus is on the tennis club to resolve the matter if funding is still available.
<p>Reference has been made to the development of additional court infrastructure. The provision of alternative court space such as Hot Shots, indoor courts, Padel courts and specific Pickle Ball courts. Guidance notes exist for the development of specific Hot Shot Courts and there has been growth in Pickleball in a number of local government areas.</p>	<p>The need for specific Hot Shot courts and Pickleball courts is not evident on club sites, and they can be accommodated within existing court infrastructure should clubs be minded to expand their service offering. The lack of indoor courts throughout Metropolitan Perth does not suggest such provision should be available on a club site. This provision is best located at the state tennis centre. The growth in Padel needs to be assessed on an ongoing basis as the sport emerges and grows in WA. Currently the provision at Melville Palmyra is considered to be sufficient for the City.</p>
<p>Retaining the current level of grass court infrastructure is a consideration which has been raised due to the ongoing expenditure required to maintain the assets. This is particularly relevant to Blue Gum Tennis Club, Melville Palmyra Tennis Club and Applecross Tennis Club.</p>	<p>Currently the grass court provision is a valuable asset to the clubs who manage and maintain them. The resourcing of the grass court infrastructure will need to be subject to ongoing review. It is important to maintain a variety of surfaces to accommodate different tennis needs. This however should not be at the expense of a club's financial viability.</p>
Operational Considerations	
<p>Tennis Club relationship and communication with the City of Melville with clubs.</p>	<p>Communication with the clubs requires improvement (issues around decisions being taken outside of their knowledge on Men's Shed (Bullcreek) and perceived lack of support (Applecross) with the floodlighting.</p>
<p>The model currently being used to support club investment in facilities is a mixture of high membership and income generated through bar takings. For tennis the bar takings are not one of the club's key outputs. As a result, clubs do not benefit from asset management / maintenance offsets which other users may benefit from (i.e. football, cricket, soccer, etc.) whose main playing facility is considered as public open space. However, there is a need to generate revenue that arises from exclusive use space i.e. court hire / bookings. A key principle of court usage should be to generate sufficient income to fund ongoing maintenance and renewal (something which is not available to the sports of football, soccer and cricket.</p>	<p>Court infrastructure is currently identified by the City as being a dedicated single sport use and not multi-functional. Opportunities should be considered to incorporate open access times at club courts and potential areas which may be multi-marked for additional sporting use. By diversifying the service offered potential ongoing costs could be offset to reduce the asset management burden.</p> <p>A future focus should be on income generating activities from court use/hire (in addition to memberships, coaching and social activities) that directly contribute to facility maintenance and renewal. This applies to both club facilities and City facilities.</p>
<p>Grant application processes require the support of the City and TW. Ideally, applications should be underpinned by a strategic planning document / process and clear identification of partnership funding, good governance practices and the ability to manage the asset being funded (sinking fund)</p>	<p>The ongoing development and evolution of ClubSpark is essential in providing clubs with both the evidence base and appropriate governance structure to substantiate the funding request. This is also essential to ensure the ongoing viability of clubs is being managed effectively. The City should also be promoting the use of the initiatives under ClubSpark and capturing the outputs.</p>
<p>Based on the survey responses, although all clubs in the City are moving in a positive direction with memberships, there is a potentially high level of non-affiliated social tennis need. A different business driver is required to be adopted as social non-affiliated tennis</p>	<p>TW and the City should continue to work with clubs to expand the service offering to accommodate non-affiliated use and welcome the opening of court infrastructure. This is being achieved in part through book-a-court but the</p>

Challenges	Opportunity / Solution
is likely to grow and club membership diminish without capturing the market.	tennis program should consider alternative corporate programs to offset the diminishing membership base.
There are inconsistencies with TW Strategic Facilities Plan. This currently does not reflect the club (affiliated) and social non-club (non-affiliated) requirements of those residents who play tennis / or would wish to play tennis in the City.	TW in conjunction with the City and clubs should seek to review on an annual basis the outputs of the strategy and update to accord with known facility requirements for all tennis use. In due course the strategy should be updated to properly reflect the requirements in the City and broader southern zone.
Management of tennis infrastructure within TA guidelines has identified potential quasi-commercial models. This may involve a coach managing a tennis club on a professional basis.	It is not evident that such a management model is viable within the City of Melville or more broadly within Metropolitan Perth. It is not considered that such a solution should be advocated for any club within the City currently.
Other Tennis Infrastructure	
The retention and / or repurposing of public tennis court spaces is raised through the consultation process with their value being relatively positive and a focus being on well managed assets of a good quality. Current infrastructure is ageing and will require investment within the next decade.	The approach to the retention / repurposing of public court space should be based on their value to the community as multi-functional with open access. All non-club-based tennis courts should be considered during their asset renewal process to be developed as multi-sport facilities. This, on a site-by-site basis should consider removing fencing and ongoing charges for the use of court space
The availability of book-a-court to assist the City in making the case for investment in public / City managed court infrastructure. Current data is poor and there is no ability to identify the full court usage (times of use and numbers of participants). The lack of data inhibits future planning and undermines the potential community benefits of continuing to invest in court infrastructure.	The City have indicated a willingness to invest in the development of book-a-court on all public / City managed facility infrastructure – subject to it being available through TW (and its capability of linking it through to the City booking systems). This would assist in making the case for investment and developing a full understanding of court use
Peter Ellis Park Courts have the potential to be used under school or City management. Currently this is an under-utilised resource.	The court infrastructure is currently used by the general community and is unlocked and managed daily by the school. While Bullcreek Tennis Club have sought to use the facility, it has not been practical due to limited associated infrastructure (although there are change rooms and toilets available, attached to Leeming Striker, with any club ground allocation / booking for the Reserve). At the end of its viable life a review should be undertaken of whether it should be retained in its current form or provide a multi-functional court space with open access. The City currently have funds on budget for 22/23 to upgrade lighting to LED at Peter Ellis courts.
The future provision of courts at Point Walter is questionable due to excessive maintenance and the site has the potential with the expanded area to provide a visitor attractor aligned to the golf club management and increased diversity of activities.	Attadale Alfred Cove Masterplan identifies and recommends that the Attadale Netball Club should relocate to the current Point Walter tennis site in the short term. This project is currently undergoing concept design for a 5-court netball facility with 3 tennis courts (hardcourts). In view of this proposed development the retention of 3 tennis courts on site is recommended to continue servicing existing participants and until such time as the multi-sport infrastructure can be provided.

Challenges	Opportunity / Solution
<p>Hit up walls have a value to be retained but investment is needed in replacing some ageing and functionally challenged assets.</p>	<p>As multi-functional youth spaces with the ability to get children / youths involved in tennis (and other sports such as soccer, cricket and other ball sports, such infrastructure is valuable. The facilities currently in place provide a local resource which are multi-functional in use. The only current hit up wall which has limited capability / functionality is located at Dick Piercy Park. The need to replace the infrastructure should be reviewed when it reaches the end of its asset life.</p>
<p>Potential Partnerships</p>	
<p>A review of school sites indicates a potential opportunity to offset court demand through the entering into partnerships with selected schools.</p>	<p>This should only be sought where a specific need for additional infrastructure is evident. Currently, other than for additional court space for commercial coaching this is not evidenced.</p>
<p>Coaching, junior development and alignment to clubs. The current club infrastructure provides a commercial base for independent commercial coaching companies. While they book and use the courts there is no obvious link between their use and ongoing investment into the resurfacing or maintenance of the asset.</p>	<p>The ongoing use of club and community tennis courts by commercial operators should be related to a commercial return. This should be incorporated within any lease agreement with individual clubs and agreements related to public tennis courts. Income derived from the bookings should first be reinvested in the asset and clearly identified within club accounts. Where the coaching program is an integral part of the club and development of pennants teams, this would need to be considered on a case-by-case basis.</p>

7. Indicative Costings

To support the development of the strategy a range of estimated costs for essential tennis infrastructure were identified to assist with the future budgetary planning. The costs are provided by Donald Cant Watts and Corke (DCWC) Quantity Surveyors and are industry benchmarked. These should be considered as indicative only due to the changing and volatile construction market which has seen significant cost increases over the past 18 months related to both supply of materials and labour.

Table 10: Indicative development costs as of June 2023

Facility	2 courts	4 courts	8 courts
Hardcourt Resurface	\$73,749	\$158,033	\$368,232
Hardcourts (new)	\$117,647	\$252,853	\$589,172
Conversion from Grass to Hardcourt	\$168,861	\$363,476	\$846,935
Synthetic Resurfacing	\$139,596	\$300,263	\$773,288
Clay court resurfacing / renewal	\$81,065	\$173,836	\$405,056
LED Floodlights	\$189,640	\$379,279	\$883,758
Fencing replacement	\$37,401	\$74,802	\$174,297
Conversion of tennis court to multi use court space	\$105,355	\$221,246	\$515,525
Hit up Wall renewals / replacement x 1	\$83,689		

The above costings are subject to the following exclusions:

- GST
- Environmental Offset / Management Plans etc
- Abnormal ground conditions / contamination etc
- Major services diversions
- Major utility upgrades / contributions & headworks
- Works to any conservation areas
- Replacement fitments
- Works beyond what described above
- A court dividing fence
- Escalation beyond 12 months

It is also to be noted:

- All scope, quantities and rates are provisional therefore subject to adjustment
- Budget based on generic site. Scope, quantities, and rates will need to be adjusted to reflect actual site.

8. Priority Areas, Recommendations & Actions

The following recommendations consider the outputs of the research and key considerations which need to be put in place to further develop the sport of tennis within the City of Melville having regard to constrained financial resources and the expressed needs of residents, tennis clubs and Tennis West.

Table 11: Corporate Business Plan Priority Area Strategies & Strategic Recommendations for the provision of tennis infrastructure and services

Priority 4: Support Healthy Lifestyles and Wellbeing				
Strategy 1: Invest Strategically in local infrastructure and built environments that support physical activity and healthy lifestyles.				
No	Recommendation	Actions	Responsibility	Year
1	<p>Current Lease arrangements: The City will commit to reviewing all leases on an ongoing basis to ensure the asset management of the facilities are being undertaken in accordance with the agreements. Where in the opinion of the City they are not, the City will explore alternative options, including annual license agreements, to ensure infrastructure remains viable.</p> <p>It is noted that the City is currently developing a community lease/license policy.</p>	<p>All existing leases should be reviewed to incorporate key performance measures to support the ongoing viability of the clubs. Key performance to be provided annually, amongst other information requested by the City:</p> <ul style="list-style-type: none"> Financial viability Review of actions against an adopted club strategic plan. Memberships and promotional activities. Court occupancy stats (book-a-court data). Sinking fund resources to satisfy the City that asset management and renewal or replacement is being effectively planned (if identified as a club obligation). 	CoM	2022
2	<p>Asset Investment Model: The City is committed to reviewing current asset investment models where there is a proposal by clubs to consider alternative community use and accessibility to infrastructure and / or a new facility management model.</p> <p>The City will work with clubs in asset management planning (for both City assets and club assets)</p>	<ul style="list-style-type: none"> Tennis Clubs to approach the City with a viable proposition to consider including multi-use opportunities which could be developed to encourage wider community use. The City is committed to review in accordance with current agreements to ensure equity in the delivery of tennis court infrastructure for use by the City of Melville resident community. The City will work with clubs and Tennis West to develop a process whereby the majority of court infrastructure maintenance and renewal is to be funded through usage / hire of the courts. Asset management planning (AMP), including access and inclusion aspects will be a key action and priority arising from this strategy. 	CoM	2022 and ongoing

No	Recommendation	Actions	Responsibility	Year
	It is also noted that the City is currently reviewing its grant funding support for sporting clubs.			
3	Kardinya TC: The club and City with immediate effect are to determine the future management options which will address the responsibilities for upgrading and managing investment in improving current court infrastructure.	<ul style="list-style-type: none"> The KTC are to consider a variety of options for the urgent upgrade of critical infrastructure, including alternate management models for the facility. This potentially could include: <ul style="list-style-type: none"> A review of the current lease and potential move to an annual license agreement. Investment being sought through a self-supporting loan through the City. The City will work with the Club and TW through this process to find a suitable solution. 	CoM / TW / KTC	2022
4	Kardinya TC: In accordance with recommendations within the ARIS, the City is committed to ongoing consultation with KTC when the Morris Buzzacott Reserve Master Plan is to be developed, noting that this process is several years from development and implementation. This will incorporate a review of the clubhouse infrastructure and its orientation relative to the tennis courts.	<ul style="list-style-type: none"> Ongoing dialogue with the club relating to resolving current management issues and accessibility to disability / public toilets through the adjacent community facility. Implementation of a stakeholder engagement program associated with the Morris Buzzacott Reserve Master Plan when it is being considered. Club adoption of Kardinya TC Strategic Plan which addresses ongoing financial viability and preferred development / investment solution for the club. The City will provide feedback on the strategy to ensure consistency with agreed management and development options. 	CoM / KTC	2028
5	Melville Palmyra TC: To review on an ongoing basis the financial viability and associated benefits of Padel infrastructure.	<ul style="list-style-type: none"> The club to report to the City of Melville on an annual basis their financial accounts, financial obligations and usage data related to Padel court operations. 	CoM / TW / MPTC	2022 – 2032 Ongoing
6	Melville Palmyra TC: The City through ongoing information sharing will ensure that MPTC are engaged with the design process associated with the redevelopment of the multifunctional clubhouse infrastructure at Melville Reserve.	<ul style="list-style-type: none"> Stakeholder engagement process established Club input into the design solutions Sign off by the club. 	CoM / MPTC	2022 / 2023
7	Blue Gum TC: The Club in conjunction with TW will facilitate the further facility	<ul style="list-style-type: none"> Club adoption of Blue Gum TC Strategic Plan to incorporate long term infrastructure investment requirements as agreed with the City. The City 	TW / BGTC	2022 Ongoing

No	Recommendation	Actions	Responsibility	Year
	enhancement to facilitate membership growth and development of the club in accordance with an agreed strategic plan.	<p>will provide feedback on the strategy to ensure consistency with agreed development options.</p> <ul style="list-style-type: none"> • Confirmation of grant funding assistance and support required. • Disability access audit and compliance investment to be incorporated within a planned implementation process to be agreed with the City. 		
8	Applecross TC: The City in conjunction with TW will provide guidance and support for the club to increase capacity / capability of hard-court use through the installation of floodlights.	<ul style="list-style-type: none"> • The City provided support as landowner in respect of the lighting installation (but not as funder or applicant). <ul style="list-style-type: none"> ○ The City of Melville Council recommended approval to the Department of Biodiversity, Conservations and Attractions subject to several conditions (April 2023 Ordinary Meeting of Council). 	CoM / TW / ATC	2022 / 2023
9	Bullcreek Tennis Club: The City in conjunction with the club review and provide feedback on court development options based on a club need.	<ul style="list-style-type: none"> • Adoption of Bullcreek TC Strategic Plan to incorporate long term infrastructure investment requirements as agreed with the City. • Review of current hit-up-wall infrastructure which is currently being undertaken as part of the Bob Gordon Play space project. Potential re-alignment of land / and / or adjacent land for court infrastructure. • Development of a funding plan by BTC demonstrating financial viability and ongoing asset management, maintenance, and resurfacing cost. 	CoM / BTC	2027
10	Community Tennis Court Infrastructure: The City will, at the end of the viable life of all current community tennis court infrastructure, commit to review its redevelopment as a multi-functional hard-court area with open community access.	<ul style="list-style-type: none"> • Review all community tennis court infrastructure when they reach the end of their viable life with a view to replacing with contemporary multi-sport hard surfaces which meets the needs of the local community. • When the infrastructure is considered for renewal, the City will undertake community consultation to ensure the replacement or upgraded infrastructure is in accordance with contemporary standards and a need evidenced. At this time the impact of fencing or maintaining an open surround will be considered. • The City commits to engaging and involving local tennis clubs in the planning for improvements to public court infrastructure including at schools where the City has shared use arrangements in place. • Where appropriate and subject to a suitable community access agreement the City of Melville will enter into partnerships with schools as a 	CoM	Ongoing Review

No	Recommendation	Actions	Responsibility	Year
		mechanism to increase use and viability of community tennis court infrastructure either on or adjacent to school sites.		
11	Hit up walls: The City is to retain all current publicly accessible hit up walls as multi-functional play areas with open access. They will be maintained on an ongoing basis and renewed when they reach the end of their useful life.	<ul style="list-style-type: none"> Review all hit up wall infrastructure when they reach the end of their viable life with a view to replacing with contemporary multi-functional infrastructure which meets the needs of the local community. When the infrastructure is considered for renewal, the City will undertake community consultation to ensure the replacement or upgraded infrastructure is in accordance with contemporary standards and a need evidenced. 	CoM	Ongoing Review
12	Integration of Book-a-court System: The City in partnership with TW will seek to invest in book-a-court on all public facility infrastructure subject to the system being made available through TW (and is compatible with the City booking systems).	<ul style="list-style-type: none"> The City in partnership with Tennis West are to explore the integration of book-a-court usage data (or igloo Bluetooth lock) with City booking systems. This would assist in making the case for investment and ongoing understanding of court use. 	CoM	2023
13	Point Walter Tennis Courts: The City will in the short term continue to retain and maintain the grass court provision pending the detailed design and implementation of the proposed integrated Netball and tennis infrastructure on the site (to include 5 netball and 3 tennis court facility – all hardcourts) in accordance with the emerging Attadale Alfred Cove Masterplan.	<ul style="list-style-type: none"> Confirmation of the outputs of the Alfred Cove Foreshore Master Plan. Ongoing contract review between the City and Belgravia Leisure with a view to reducing ongoing maintenance of the grass courts. City to confirm future investment capability / use of land as an opportunity to consolidate high income generating activities to underpin the adjacent commercial operations and Point Walter as a tourism destination node. The City of Melville Council approved the relocation of Netball from Troy Park to Dyoondalup Point Walter (5 multi-use hard courts, including 3 tennis courts) and project funding in the 23/24 budget. The Council also resolved to investigate the establishment of up to two grass multi-use courts at Dyoondalup Point Walter. (February 2023 Ordinary Meeting of Council). 	CoM	2023 and ongoing
14	School Agreements: The City will consider the expansion of current and potential future court access agreements on school sites where a club and / or a community need can be justified.	<ul style="list-style-type: none"> Clubs to approach the City of Melville with potential options and a rationale for negotiating community use of school courts. For clubs, the case must identify current capacity issues based purely on a club perspective. For general public access these will be undertaken in accordance with Recommendation No.10 above. 	CoM and City of Melville Tennis Clubs	Ongoing / Annual Club Review

No	Recommendation	Actions	Responsibility	Year
		<ul style="list-style-type: none"> The City to review on a case-by-case basis prior to facilitating access opportunities. 		
15	<p>Future Club Court Development: The City will review the future court facility needs based on the individual requirements of clubs, which will not be determined solely by commercial coaching programs. It is acknowledged that a balance of court use is essential to facilitate high occupancy and overall sustainability of court infrastructure (public court hire, club/member use and coaching programs).</p> <p>Where additional court infrastructure is deemed to be required a clear and evidenced business case will be necessary by the club.</p>	<ul style="list-style-type: none"> The Clubs are to present their business cases to the City for review. The business case methodology is to conform to the needs and feasibility requirements of the DLGSC publications. Court need to be evidenced by an assessment of capacity through the book-a-court system or similar alternative and a clear understanding of current and projected usage, participation and developmental programs which need to be met. Evidence will need to be provided on the financial capability of managing the asset. Income to be generated through programs / services and court hire. 	City of Melville Tennis Clubs	Ongoing / Annual Club Review
16	<p>Review of City of Melville Local Planning Policy (LPP) 3.4. Lighting Policy: To review the policy aimed at controlling the impact of tennis court developments in or adjacent to residential area to reflect the extended playing needs of City of Melville Clubs.</p>	<ul style="list-style-type: none"> Review of Local Planning Policy (LPP) 3.4. Lighting Policy to increase the extent of time permissible to play tennis on club sites (currently controlled on a residential standard which requires floodlights to be extinguished between the hours of 9pm and 7am). This does not reflect evening playing cut-off for TW competitions / pennants of 10:30pm. Adoption of a revised policy following council consideration. 	City of Melville	2023
<p>Priority 4: Support Healthy Lifestyles and Wellbeing</p> <p>Strategy 3: Empower inclusive participation and support for sports and community groups.</p>				
17	<p>Club Communication: The City are committed in partnership with TW and City of Melville Tennis Clubs to facilitate the implementation of this strategy. This will be focussed on ensuring the financial viability of the clubs and the assets are secure by establishing a consistent communication platform.</p>	<ul style="list-style-type: none"> The City will meet with all Tennis Clubs and Tennis West at 6 monthly intervals for a trial period of 18 months (3 meetings) to facilitate discussion on key strategy topics such as asset management plans, upcoming projects, grant funding, public tennis infrastructure and anything else pertinent at the time. The stakeholder group will review frequency of meetings following the trial to ensure continued effectiveness. 	All Clubs / CoM / TW	2022 Ongoing

		<ul style="list-style-type: none"> • TW Facilities Strategy is to be reviewed by TW in conjunction with City of Melville Tennis Clubs and updated to reflect the annually updated requirements and commitments. 		
18	<p>Grass Court Infrastructure: The City will not direct clubs to replace any club utilised grass court surface as this is a decision for the club/s. The City will support clubs altering the playing surfaces to hard courts &/or synthetic courts subject to needs and feasibility study being completed to the City's satisfaction.</p>	<ul style="list-style-type: none"> • Ongoing review in conjunction with TW of Blue Gum Tennis Club, Melville Palmyra Tennis Club and Applecross Tennis Club grass court infrastructure and ability to manage and maintain the surfaces. • Assessment of capacity and viability of changing surfaces from grass to hard court to be undertaken on a case-by-case basis. • Standard agenda item / discussion point of the 6 monthly meetings as per recommendation 17. 	All Clubs / TW	Ongoing / Annual Club Review
19	<p>Implementation of ClubSpark: The City to support TW in the ongoing evolution and development of ClubSpark with a view to sharing the data to inform ongoing investment considerations and Council reporting processes relating to outcomes of the City's Strategic Community Plan.</p>	<ul style="list-style-type: none"> • All clubs to confirm their adherence the ClubSpark framework and the sharing of data through the annual review process with the City. • TW to provide an annual overview subject to agreement with City of Melville Clubs, benchmarked against Metropolitan and National data outputs. 	All Clubs / TW	2022
20	<p>Valuing Volunteers: Acknowledgement of Volunteers contribution to tennis clubs, the sport of tennis and the wider COM community.</p>	<ul style="list-style-type: none"> • Promote benefits of volunteering • Continue to recognise and appreciate volunteers in our community • Standard agenda item / discussion point of the 6 monthly meetings as per recommendation 17 	City of Melville Tennis Clubs	Ongoing

Attachment 1: Tennis West and Tennis Club's Presentation