Thriving Tennis Communities

(Draft)

City of Banyule

September 2024





Acknowledgement of Country

Tennis Victoria acknowledges the Traditional custodians of the land on which we meet.
We recognise their continuing connection to lands, waters and communities on which we work, live and play and pay respect to Elders past and present, and extend that respect to all Aboriginal and Torres Straight Islander peoples who may be joining us today.

Artwork by Jaya Foy & Elias Jarvis (Larroom Art)

Agenda



- Thriving Tennis Communities Program
- Venue Summary – Participating Venues
- Executive Summary
- Project Findings
  - Participation
  - Financial Sustainability
  - Stages of Lifecycle (Asset Renewal)
  - Key Action Items
- Next Steps
- Appendices

Thriving Tennis Communities (TTC)

Thriving Tennis Communities is a framework that brings together:

- Data from the venues in a region
- Insights from the local tennis community and tennis staff
- Pre-identified strategic priorities.



This informs observations and recommendations to the council and clubs on where opportunities are to enhance a safe, inclusive, sustainability and playful tennis community.

For more information on data collection: Aura - localised data intelligence: The Kinetica Group Australia

Health Indicator of Tennis Tool

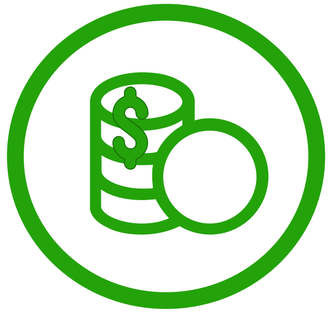
The Health Indicator of Tennis (HIT) Tool measured the overall health of a venue based on three components:



PARTICIPATION HEALTH

Participation Review

- Social, Competitive, Coaching, Schools, and Events
- Nature of participation across the LGA.



FINANCIAL SUSTAINABILITY

Operational & Financial Assessment

- Management Model / Governance
- Current and Future Expenses
- Sinking Funds



STAGE OF LIFECYCLE

Facility Assessment

- General condition of playing surface, lighting and fencing
- Asset Management Plans

Venue Summary

Participating Venues

Participating Clubs	Courts
Banyule TC	6
Bundoora TC	8
Eaglemont TC	10
Grace Valley TC	4
Ivanhoe TC	3
Karingal Drive / Greensborough TC	6
Macleod TC	6
Montmorency	6
Rosanna TC	5
St Johns Catholic	3
St Mary's Greensborough TC	4
Viewbank TC	8
Yallambie TC	6
Total Courts	75

Clubs (limited data)	Courts
Chelsworth TC	4
Greensborough TC	6
Watsonia TC	6
Total Courts	16

Across Banyule Shire, 13 Tennis Victoria affiliated venues participated in the Thriving Tennis Communities project capturing information across 75 tennis courts.

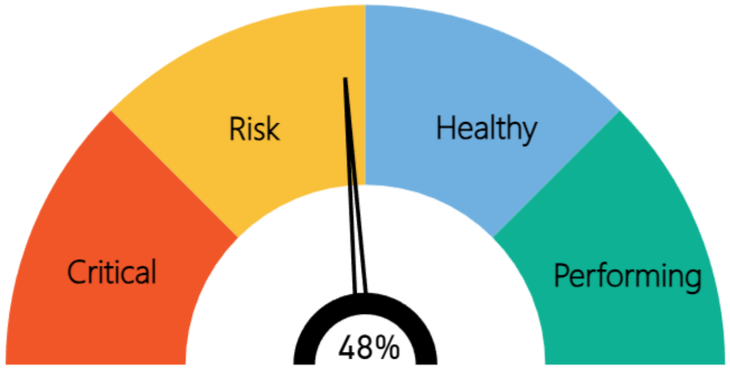
Where we have current data, facility and programming information has been provided for whole of LGA.

Participants took part in HIT data collection during May to July 2024.

Executive Summary

In-line with the Thriving Tennis Communities (TTC) framework and data reviewed from participating tennis clubs, the overall health rating of tennis in the City of Banyule is identified in the low risk category and requires short term, medium and long term support and intervention.

Banyule City Council



13 Venues | 75 Courts
As of 30 June 2024

Strengths

- The project identified tennis participation across the region as strong, which is heavily influenced by strong club/coaching programs.
- Tennis is a popular sport across Banyule both with active participants and those looking to get into the sport.
- Women & Girls participation is high at 41%.

Opportunities

Even though we see strong tennis representation, the report identified the following opportunities:

- Ongoing work is required to support Women and Girls in leadership roles, particularly in Head Coaching roles and influence more opportunities in the sport
- LGA wide network planning, management model reviews and aligned club strategic planning is necessary to manage changing needs and servicing local communities.
- LED lighting efficiencies and facility renewal planning should be considered with all partners.

The following information will provide greater insight into these findings.

Executive Summary

Child Safeguarding Assessment



It is imperative that children and young people who access our activities, programs, events or services **feel safe and supported**.

Tennis Australia has a zero-tolerance approach to any form of child abuse and is committed to ensuring the sport of tennis is a safe and friendly environment for children and young people.

Of those participating venues, child safeguarding compliance across the LGA was identified as **low risk**. Partnerships in this space will help to promote and support better understanding and practices.

Child Safety Compliance Criteria	Percentage Met
Member Protection Information Officer (MPIO) in place	85%
Member Protection Policy & Safeguarding Children Code of Conduct	69%
Safeguarding Children Club Resource Kit	62%
Working with Children Checks (WWCC)	85%

Executive Summary

Fair Access for All

We are committed to providing fair access for all participants in our tennis programs and ensure that there is both competitive play, modified and complementary options for all abilities.

While our statistics show an encouraging male-to-female ratio, we recognise the need for ongoing planning and action.



41% Female

59% Male

To support this commitment, we are focused on:

Expanding Participation: Encouraging more women and girls to get involved in tennis at all levels, from beginners to advanced players.

Leadership and Administration: Promoting all abilities and gender diversity in administrative and senior roles within our clubs and organisation to ensure that a broad community representation shapes our game.

Coaching Opportunities: Increasing the number of female and gender diverse coaches and providing them with the resources and support needed to succeed.

Community Access: Broadening our programs to ensure that everyone, regardless of background and skill level can play and enjoy tennis.

By fostering an inclusive environment, we aim to create a vibrant and diverse tennis community where everyone can thrive and have their voices heard.

Banyule Clubs	Progress
President / Chair	31% Female
Management (Committee Members)	39% Female
Inclusion Progams at Venues	38% of Clubs ID/ Autism, Wheelchair and Multicultural (Vietnamese)
Dedicated Women and Girls Program	23% This Girl Can, Senior Socials, Ladies Twilight
Learn to Lead / Future Leaders	FL - St Mary’s Greensborough (2023)

This table represents all venues that participated or that have contributed data for the TTC program 2024

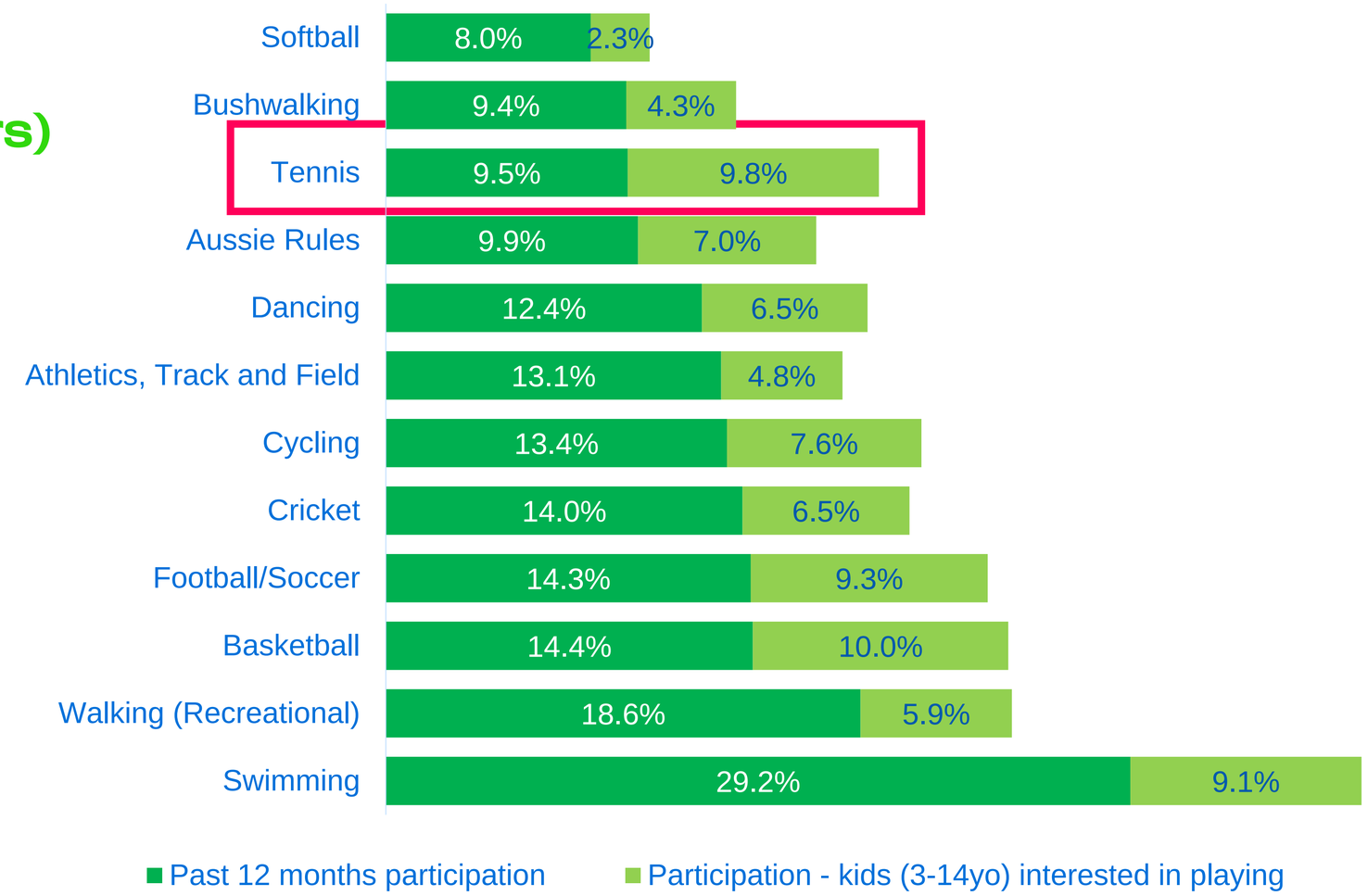


Participation

Tennis in Banyule | Children

Sport & Recreation Participation & Interest
Children in Banyule (0-14 yrs)

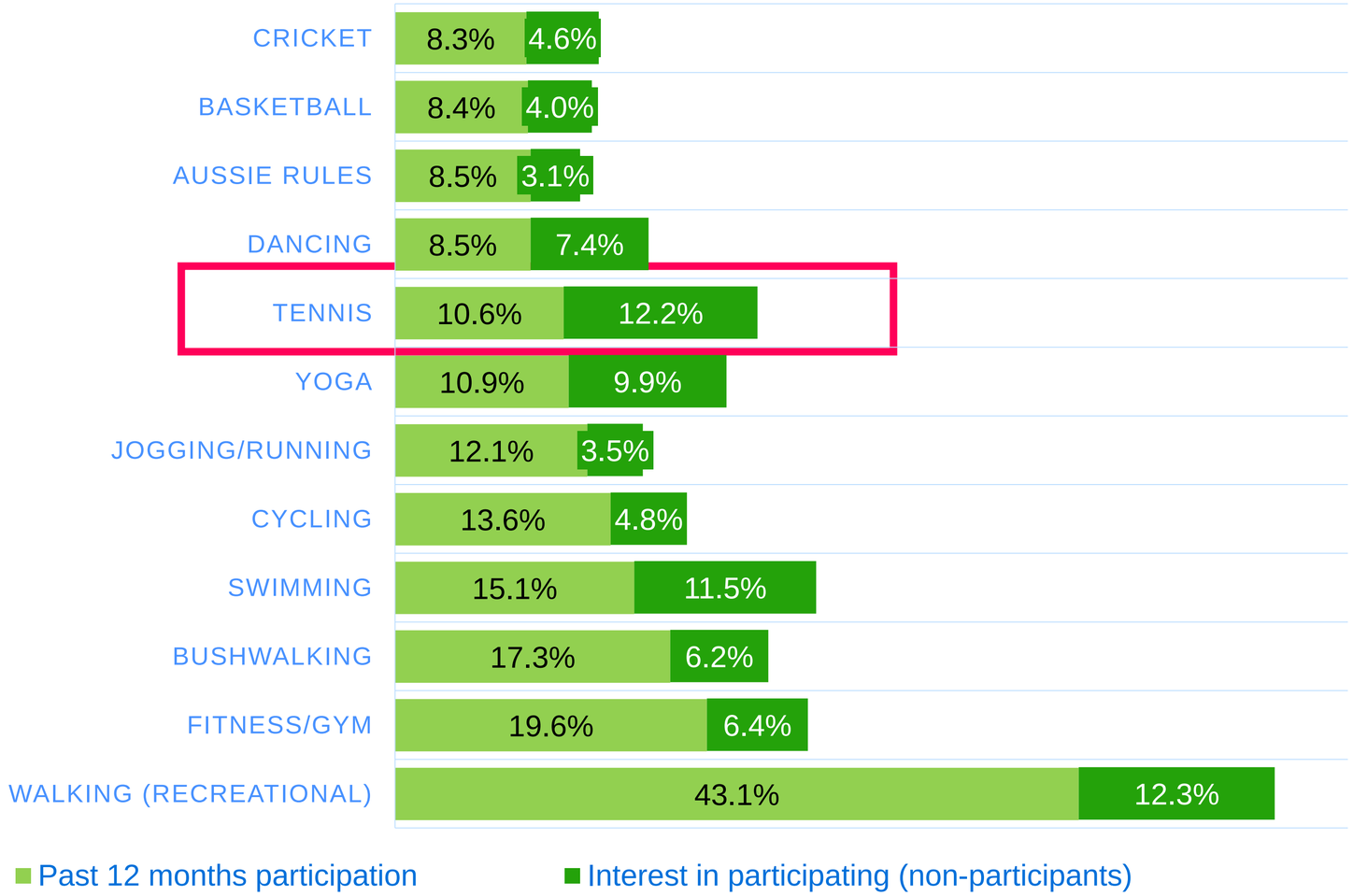
- 9.5% of children in Banyule have participated in tennis in the last 12 months
- 9.8% of children in Banyule have an interest in participating in tennis. Which makes Tennis the second most popular sport generating recreational interest in the community



Tennis in Banyule | Adults

Sport & Recreation Participation & Interest
Adults in Banyule (15+)

- 10.6% of adults in Banyule have participated in tennis in the last 12 months
- 12.2% of adults in Banyule have an interest in participating in tennis. This is the second highest interest sport for adults in the municipality



Local Tennis Interest

Location	Bundoora - East	Greensborough	Heidelberg - Rosanna	Heidelberg West	Ivanhoe	Ivanhoe East - Eaglemont	Montmorency - Briar Hill	Viewbank - Yallambie	Watsonia	Banyule (C)	VIC
Kids 0-14											
Kids 0-14 y.o	1,771	3,995	3,180	2,706	2,033	1,365	3,316	3,843	1,836	24,031	1,215,636
% played last 12 months	6.2%	10.3%	9.9%	9.%	13.5%	13.6%	7.2%	9.4%	6.7%	9.5%	9.6%
No. players	110	410	314	245	274	186	240	361	123	2,279	116,591
% interested in playing	8.6%	10.9%	10.6%	4.9%	9.%	12.9%	8.4%	13.7%	9.2%	9.8%	8.7%
No. interested in playing	152	436	338	132	182	176	277	526	168	2,366	105,305
Adults 15+											
Pop 15+	8,844	17,618	13,424	13,133	10,944	6,837	13,917	15,347	7,900	107,909	5,480,155
% played last 12 months	9.%	11.3%	10.6%	8.1%	12.6%	11.7%	9.4%	12.3%	10.3%	10.6%	9.1%
No. players	799	1,984	1,423	1,069	1,379	797	1,312	1,886	813	11,464	499,677
% interested in playing	12.5%	12.6%	13.8%	10.3%	13.3%	11.%	11.5%	12.7%	11.1%	12.2%	11.6%
No. interest in playing	1,108	2,222	1,854	1,350	1,456	753	1,598	1,954	878	13,169	637,021
All Population											
Total Pop	10,615	21,613	16,604	15,839	12,977	8,202	17,233	19,190	9,736	131,940	6,695,791
% total played last 12 months	8.6%	11.1%	10.5%	8.3%	12.7%	12.%	9.%	11.7%	9.6%	10.4%	9.2%
No. total players	909	2,393	1,737	1,313	1,652	983	1,552	2,247	936	13,743	616,268
% total interest in playing	11.9%	12.3%	13.2%	9.4%	12.6%	11.3%	10.9%	12.9%	10.7%	11.8%	11.1%
No. total interested in playing	1,260	2,657	2,192	1,482	1,638	930	1,875	2,479	1,047	15,534	742,325

- Participation and latent demand is consistently higher across both age groups in every suburb, when comparing to Victorian state averages.
- We see very high interest from both age groups across a number of suburbs in the LGA.

Women & Girls

Of the participating venues:

- **41%** of total participation is female
- **3 / 13** venues noted dedicated Women & Girls' programs.

The LGA is progressing toward equality in coaching and in sports administrative structures including committees.

Opportunity

We will continue to work with Clubs to improve these statistics and work on ways to include better representation of community within each club.

- Female Head Coaches are yet to be appointed in Banyule

Club/Venue Name	Dedicated Women & Girls Programs	Female Head Coach / Coaches	Female Committee Members	Percentage of Committee Members (Female)
Banyule TC	Yes	Nil	2	29%
Bundoora TC			3	25%
Eaglemont TC			4	33%
Grace Valley TC			5	50%
Ivanhoe TC			5	83%
Karingal Drive / Greensborough TC			3	33%
Macleod TC			1	20%
Montmorency			4	50%
Rosanna TC	Yes		6	60%
St Johns Catholic			4	44%
St Mary's Greensborough TC			2	22%
Viewbank TC	Yes		3	27%
Yallambie TC			3	38%
Totals		Nil	45	39%

Competitive Play

Competition is alive and well. Our Tennis community continues to challenge themselves across the state, nationally and internationally.

Banyule participants are supported by the following associations, events and tournaments.

DVTA	Diamond Valley Tennis Association	
NENTG	North Eastern Night Tennis Group	
NEJTA	North Eastern Junior Tennis Association	
ERT	Eastern Regional Tennis	

Opportunity

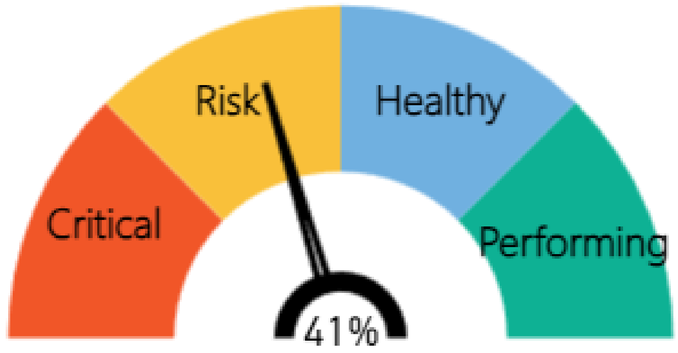
There is excellent representation for Banyule Clubs to access association pathways competitions and tournaments.

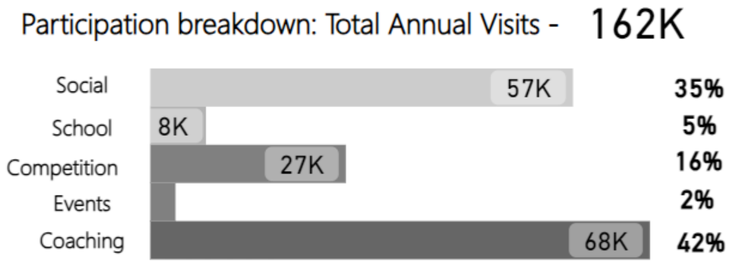
Bundoora often host TV Pennant Super Rounds as they have teams in those high-level grades, but they do not have endorsed tournaments at this stage. This is a significant venue with 8 courts that could host municipal and local regional tournaments and events. However, the mix of surfaces limits the club's ability to host higher tier events.

Our competitive Play Team will continue to work with all clubs to service their participants.

Club/Venue Name	Association	TV Endorsed Tournaments
Banyule TC		
Bundoora TC		
Eaglemont TC		Junior & Club Championship
Grace Valley TC		
Ivanhoe TC		
Karingal Drive / Greensborough TC		
Macleod TC		
Montmorency TC		
Rosanna TC		
St Johns Catholic		
St Mary’s Greensborough TC		
Viewbank TC		
Yallambie TC		
Totals		

Participation





Observations

- Participation at 41% is higher than the Victorian average sitting at 34%
- This is primarily driven through participants' connection to coaching and social tennis opportunities, 42% and 35% of all participation, respectively.
- Competition play at 16%, and almost on par with the state average of 17%. Participation figures are limited to the data available during the HIT assessment and through participant clubs and may not take into consideration all venues with online booking systems which contribute to social participation opportunities across the LGA
- Tennis has the second highest 'latent demand' of all sports for adults and children.
- With the population of social sports and the change in sports motivation for young people, Tennis will work with all partners to develop a forward plan to support changing tennis networks.

Participation

Opportunities & Recommendations



1.1 | Maximise Availability

With high participation and high latent demand, it is important to ensure the current venues are fit-for-purpose and of standard to cater for programs in demand. Tennis will continue to work with all partners to capitalise on funding opportunities which support project pipeline in Banyule.

1.2 | Women and Girls

Although our participation numbers are very strong in Banyule for Women and Girls, we are not seeing those numbers translated into Head Coaching positions and President/Chair positions. It is positive that our committees are well represented by women, but we also want to support those high level leadership opportunities going forward.

1.3 | Aligning Strategic Focus

85% of Clubs have a strategic plan to align with their vision. We need to continue to promote the importance of “living” strategies and ensure that they align with both Council and Tennis Victoria.

With Coaches being an integral source of high participation levels, all parties should consider how they collaborate to create a shared vision and identify clear responsibilities. Coaches are key in driving strategy outcomes.



Financial Sustainability

Operational & Financial Management

Coaching

Coaches are an integral element of successful tennis club operations. The coach has the capacity to be one of the club's most important assets and can bring many potential members and social participants to clubs through their professional marketing, advertising and networks.

Key Findings

Across Banyule City Council, **42%** of total tennis visits per year are linked through a Coach, compared to the Victorian state average of 48%. **Club/Coach models plays a critical role in the high tennis participation** levels across the local government area.

100% of participating clubs operate under a 'Club/Coach' arrangement and a TA accredited coach. This identifies the importance of understanding and monitoring the club/coach arrangements. Coaches should have clear direction in supporting clubs and strategic plans.

Across all tennis venues in Banyule, **all Banyule Clubs** have TA accredited Coaches and a club/coach contract.

All venue coaches are provided with personalised support along with a number of benefits including access to insurance and Tennis Australia recognised programs, ongoing training and 1:1 coach exchanges.

Tennis Victoria acknowledge there is still work to do in this space, including providing the right support to our clubs and coaches in creating comprehensive strategies and strong governance policies and practices.

Online Court Hire

The ways people engage in tennis are changing.

Council is experiencing the rewards of the investment into online booking systems in the municipality.

- Online Court Hire = **92% of all venues**
- Online booking capability improves overall venue health improves by **7% of participating venues**
- Financial viability showing a **15% increase in participating venues.**
- Stage of lifecycle improve by more than **9%** when we include the benefits of online booking systems with participating venues.

Opportunity

- The right balance – ensuring we are providing the right mix of social, competition and pathway opportunities as well as providing necessary financial support to our venues.

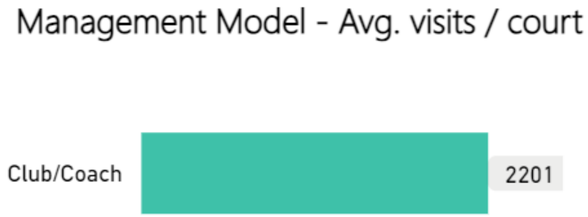
Club Name	Online Court Hire	Open to Public Use
Banyule TC	No	0 - In Progress
Bundoora TC	Yes	8/8
Eaglemont TC	Yes	10/10
Grace Valley TC	Yes	4/4
Ivanhoe TC	Yes	n/a
Karingal Drive / Greensborough TC	Yes	4/6
Macleod TC	Yes	4/6
Montmorency TC	Yes	6/6
Rosanna TC	Yes	5/5
St Johns Catholic	Yes	3/3
St Mary's Greensborough TC	Yes	7/7
Viewbank TC	Yes	8/8
Yallambie TC	Yes	6/6
Totals	92%	

We encourage all courts to be bookable and have ability for general public to access during non-programming times.

Financial Sustainability

Operational & Financial Management





Please note that the figures captured are based on the information provided and are estimates only.

Observations

The Financial Health of participating venues compared to Victoria (41%) is 31% which would be considered medium to high risk.

Child Safeguarding

- There are some clubs that require immediate support to address low compliance particularly around Member Protection Policy and policy implementation.

Operational

- Tennis clubs across the region are ‘Club/Coach’ models. Tennis Victoria will continue to work with Clubs to support self-reflection and evaluation of performance against similar catchments. Do we have the right working models to support success going forward?

Governance & Strategy

- 85% of clubs noted a current Strategic Plan.
- 1 of the 10 participating venues noted dedicated female and girls’ programs.

Financial Sustainability

Opportunities & Recommendations



2.1 | Online and Public Court Hire

TV will continue to work with all parties to promote that the right mix of public and club access which supports pathway as well as social opportunities.

2.2 | Uphold Child Safeguarding Standards

Child Safeguarding compliance and standards should continue to be embedded into club and council processes such as ongoing education, lease requirements and grant opportunities. We need to continue to promote improvements and compliance in this space.

2.4 | Network Planning

The Banyule region has a good mix of local clubs, and coaching programs. Future planning will ensure that we capture and current and future needs with a whole of LGA perspective .

We have been working with clubs through the HIT process to evaluate and self-reflect on how the current management model may be meeting the demand or missing the mark. It's important for our Clubs to acknowledge that communities change and so too their needs. Have we got the right model, systems and programs in place to meet those demands.

We will be continuing to reach out to clubs who did not participate in this TTC program to create an awareness and importance around the changing tennis landscape.



Stage of Lifecycle

Facility Renewal

Lighting

To maximise capacity of our venues and harness the interest in tennis, court lighting is essential.

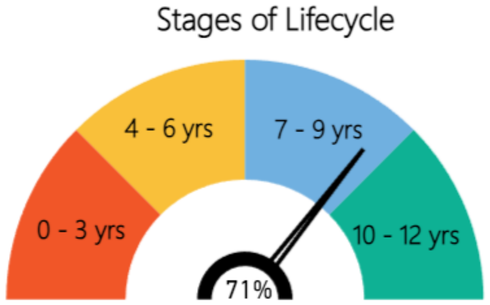
Clubs in Banyule have been provided financial contribution to recent upgrades, which demonstrates their commitment to community access and improvement to the venue.

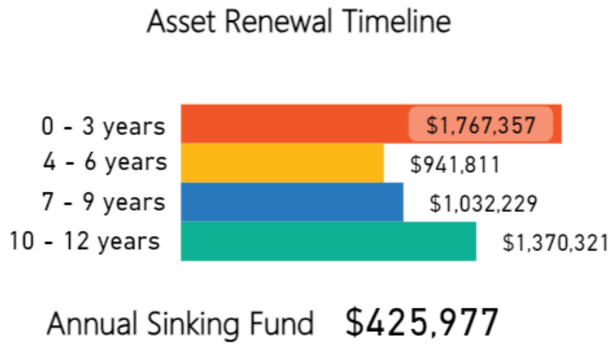
Opportunity

- To support longer term sustainable facilities and reduced costs with upgrades to LED as part of upgrades and as considered during network planning.
- TV to continue to work with Council to support priority projects and improve environmental sustainability of our tennis venues.

Club/Venue Name	Number of Courts	Courts Support By Lights	Non LED
Banyule TC	6	6	3
Bundoora TC	8	8	2
Eaglemont TC	10	8	2
Grace Valley TC	4	4	4
Ivanhoe TC	3	3	
Karingal Drive / Greensborough TC	6	6	4
Macleod TC	6	6	
Montmorency TC	6	6	6
Rosanna TC	5	5	1
St Johns Catholic	3	3	3
St Mary's Greensborough TC	4	4	
Viewbank TC	8	8	5
Yallambie TC	6	6	6
Totals	75	97%	48%

Stage of Lifecycle





Annual Sinking Fund $425,977

Observations

The Stage of Lifecycle health for Banyule of 71% is above the Victorian average of 61%.

Online Booking

Digital systems continue to provide benefits to the financial viability of venues. In partnership with Council we will promote club engagement and investment into venue sinking funds.

Asset Renewal

It is estimated that $5M will be required for asset renewal across the next 12 years inclusive of court resurfacing, fencing, light poles and net posts.

Lighting

Lighting to be upgraded as part of facility upgrades, maintenance and network planning. Tennis will support environmental and sustainability initiatives that improve stages of lifecycle and benefit Tennis users.

Stage of Lifecycle

Opportunities & Recommendations



3.1 | LED Lighting

To support both current and future tennis demand, LED lighting should be considered when completing **lighting upgrades or replacement**.

3.2 | Aligning Facility Renewal with Network Planning

With a need for strategic planning at a club level, there is an opportunity to align planning between council and clubs for **future facility renewal**.

Whether this be through opportunities to review the co-contributions in the lease terms and conditions, and/or where grant opportunities support this plan, this can maintain volunteer committee engagement whilst future-proofing venues.

3.3 | Financial Provisioning and Planning

Through the need for strategic planning, there is an opportunity to support clubs to ensure their ongoing sinking funds will meet future asset renewals as well as ongoing maintenance costs.

It is recommended that we work with each venue to create sustainable solutions. Current provision toward maintenance and renewal is not offsetting the current capital required to sustain your venues.

Strong strategic plans should also be backed up by financial planning and provisioning. Sinking funds as well as program provisioning, provides transparent forward planning for clubs and certainty for our participation programs and events in future.

Thriving Tennis Communities

Banyule City Council

Key Action Items



Participation

1.1 | Maximise Availability

1.2 | Women and Girls

1.3 | Aligned Strategic Focus



Financial Sustainability

2.1 | Online & Public Court Hire

2.2 | Uphold Child Safeguarding

2.3 | Network Planning



Stages of Lifecycle

3.1 | LED Lighting

3.2 | Aligning Facility Renewal

3.3 | Financial Provisioning

Next Steps

Participating clubs will receive a copy of their individual Club Dashboard for review and consideration.

Tennis Victoria Tennis Development Officer will continue to work with clubs on the development and implementation of their Club Action Plan.

In partnership with Banyule City Council, hold a Tennis Forum to deliver the findings to participating clubs.

Thank you

Appendices

Victorian State of Play







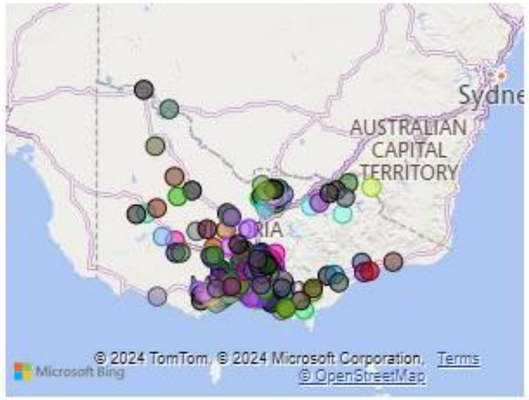


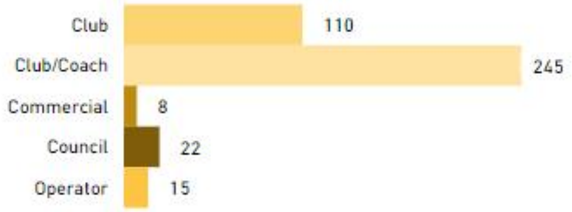
Venues with HIT complete	Total Courts	Total Visits	Total Visits / Court
400	2466	4,356K	1,766

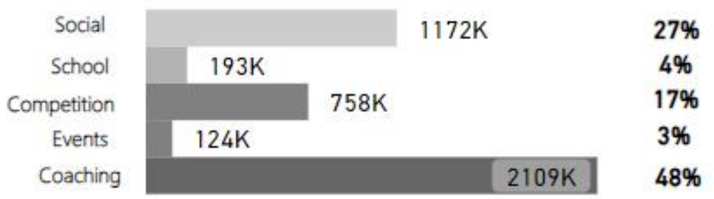


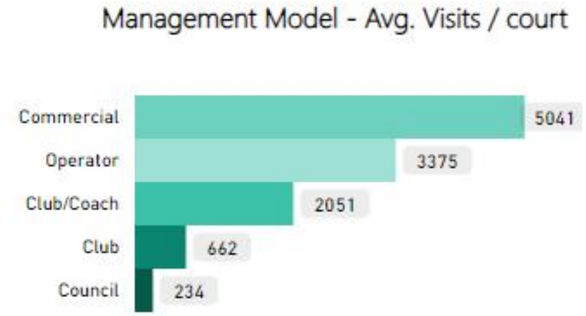
Annual Sinking Fund $9,665,362

Location of venues with HIT submitted





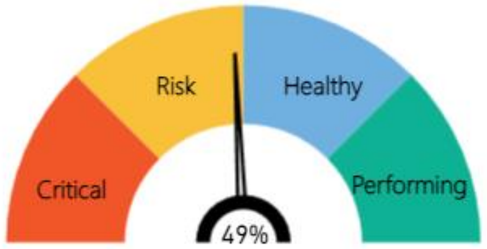






Banyule City Council State of Play

Overall Health



Stages of Lifecycle



Financial



Participation



Total Submissions	Total Courts	Total Visits	Total Visits / Court
13	75	162K	2,166



Annual Sinking Fund $425,977

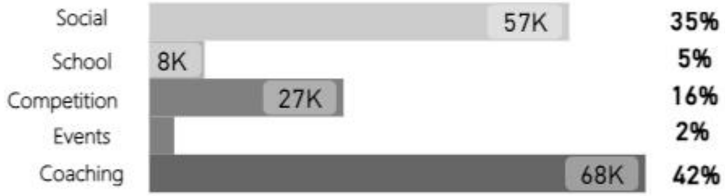
Location of venues with HIT submitted



Management Model breakdown



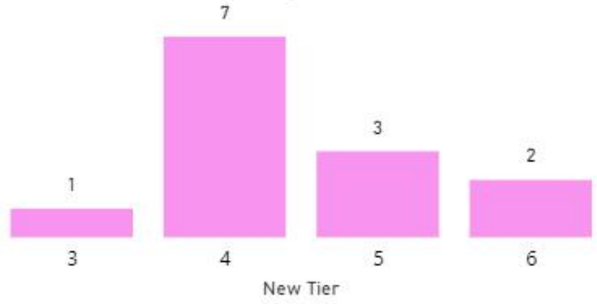
Participation breakdown: Total Annual Visits - 162K



Management Model - Avg. Visits / court



Venue Tiering breakdown



Participation Summary

Club/Venue Name	Number of Courts	Total Visits	Average Visits Per Court	Performance by Tier/Catchment
Banyule TC	6	1,700	283	5%
Bundoora TC	8	22,117	2,765	51%
Eaglemont TC	10	32,338	3,234	84%
Grace Valley TC	4	5,259	1,315	27%
Ivanhoe TC	3	8,208	2,736	42%
Karingal Drive / Greensborough TC	6	13,896	2,316	66%
Macleod TC	6	20,509	3,418	63%
Montmorency TC	6	2,120	353	7%
Rosanna TC	5	15,639	3,128	49%
St Johns Catholic	3	12,246	4,082	85%
St Mary's Greensborough TC	4	8,080	2,020	32%
Viewbank TC	8	10,246	1,281	37%
Yallambie TC	6	10,128	1,688	N/A

All data is captured as provided by participating venues and summarised at time of report 17/6/2024

Operational & Financial Management Summary

Club/Venue Name	Required Annual Sinking Fund (Estimate Only)	Management Model	Strategic Plan	Committee Members	Female Committee Members
Banyule TC	32,929	Club/Coach	Yes	7	2
Bundoora TC	19,494	Club/Coach	Yes	12	3
Eaglemont TC	33,850	Club/Coach	Yes	12	4
Grace Valley TC	19,541	Club/Coach	Yes	10	5
Ivanhoe TC	23,312	Club/Coach	Yes	6	5
Karingal Drive / Greensborough TC	52,473	Club/Coach	Yes	9	3
Macleod TC	37,890	Club/Coach	No	5	1
Montmorency TC	34,005	Club/Coach	No	8	4
Rosanna TC	30,550	Club/Coach	Yes	10	6
St Johns Catholic	29,186	Club/Coach	Yes	9	4
St Mary's Greensborough TC	18,907	Club/Coach	Yes	9	2
Viewbank TC	95,264	Club/Coach	Yes	11	3
Yallambie TC	42,473	Club/Coach	Yes	8	3

All data is captured and summarised at time of report 17/06/2024.
Required Annual Sinking Fund is an estimate only and may include planned upcoming expenditure based on information as provided and noted through the data collection.

Coaching Summary

Club/Venue Name	Management Model	Venue Vision	Formal Club Coach Agreement	TA Coach Member	+ Contribution to Participation
Banyule TC	Club/Coach	Community Participation	Yes	3 / 3	Not available
Bundoora TC	Club/Coach	Community Participation	Yes	4 / 8	31%
Eaglemont TC	Club/Coach	Community Participation	Yes	1 / 12	52%
Grace Valley TC	Club/Coach	Community Participation	Yes	1 / 2	81%
Ivanhoe TC	Club/Coach	Community Participation	Yes	3 / 6	59%
Karingal Drive / Greensborough TC	Club/Coach	Other	Yes	3 / 5	37%
Macleod TC	Club/Coach	Community Participation	Yes	3 / 7	53%
Montmorency TC	Club/Coach	Community Participation	Yes	1 / 1	Not available
Rosanna TC	Club/Coach	Community Participation	Yes	2 / 2	33%
St Johns Catholic	Club/Coach	Community Participation	Yes	3 / 3	33%
St Mary’s Greensborough TC	Club/Coach	Community Participation	Yes	5 / 5	51%
Viewbank TC	Club/Coach	Community Participation	Yes	6 / 6	0%
Yallambie TC	Club/Coach	Community Participation	Yes	1 / 12	58%

All data is captured and summarised at time of report 17/06/2024.

Tennis Network Summary

Club/Venue Name	Number of Courts	TA Tier	Surface	Competitive Play	Inclusion	Modified Formats / Social	Schools Access	Online Booking	BAC Igloo-lock other	Public Access	Courts Supported by Lights
Banyule TC	6	4	Clay (6)	Yes	Yes	Yes	Yes		Igloohome	0 - In Progress	6
Bundoora TC	8	4	Clay (4) HC (2) Syn Grass(2)	Yes			Yes	Yes	BAC	8/8	8
Eaglemont TC	10	3	Clay (6) Syn Grass (4)	Yes	Yes		Yes	Yes	BAC	10/10	8
Grace Valley TC	4	5	Clay (4)	Yes				Yes	Igloohome	4/4	4
Ivanhoe TC	3	5	Syn Grass (3)	Yes			Yes	Yes	Igloohome (not connected)	n/a	3
Karingal Drive / Greensborough TC	6	4	Syn Grass (4) Clay (2)	Yes	Yes		Yes	Yes	BAC	4/6	6
Macleod TC	6	3	Syn Grass (4) Clay (2)	Yes			Yes	Yes	BAC	4/6	6
Montmorency TC	6	3	Clay (6)	Yes	Yes			Yes	Software	6/6	6
Rosanna TC	5	5	Syn Grass (4) Clay (1)	Yes	Yes		Yes	Yes	BAC	5/5	5
St Johns Catholic	3	6	Syn Grass (3)	Yes	Yes		Yes	Yes	BAC	3/3	3
St Mary's Greensborough TC	4	4	Clay (4)	Yes				Yes	Igloohome	7/7	4
Viewbank TC	8	4	Syn Grass (2) Clay (2)	Yes	Yes		Yes	Yes	BAC	8/8	8
Yallambie TC	6	3	Clay (6)	Yes				Yes	BAC	6/6	6
Totals				100%	38%	8%	69%	69%			97%

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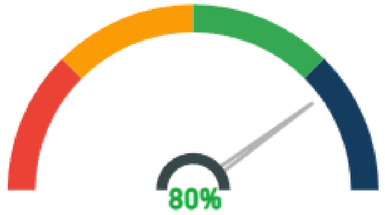
Stages of Lifecycle - Banyule Tennis Club

Venue Summary | Financial Performance | TTC Framework

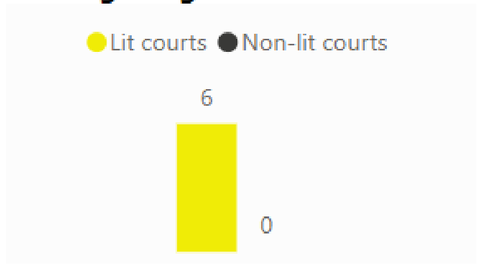
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

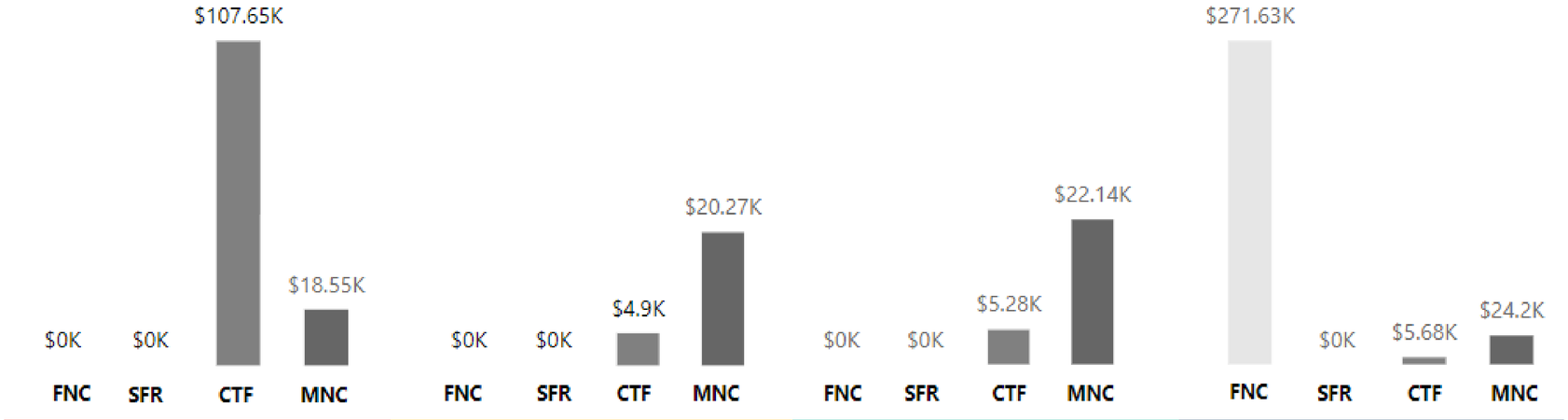


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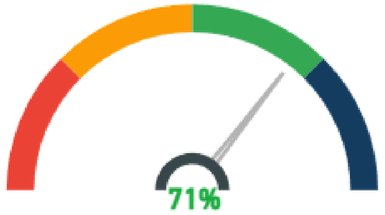
Stages of Lifecycle - N.J. Telfer Reserve

Venue Summary | Financial Performance | TTC Framework

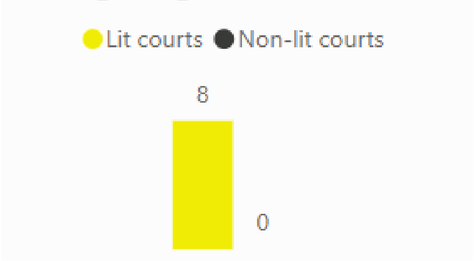
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

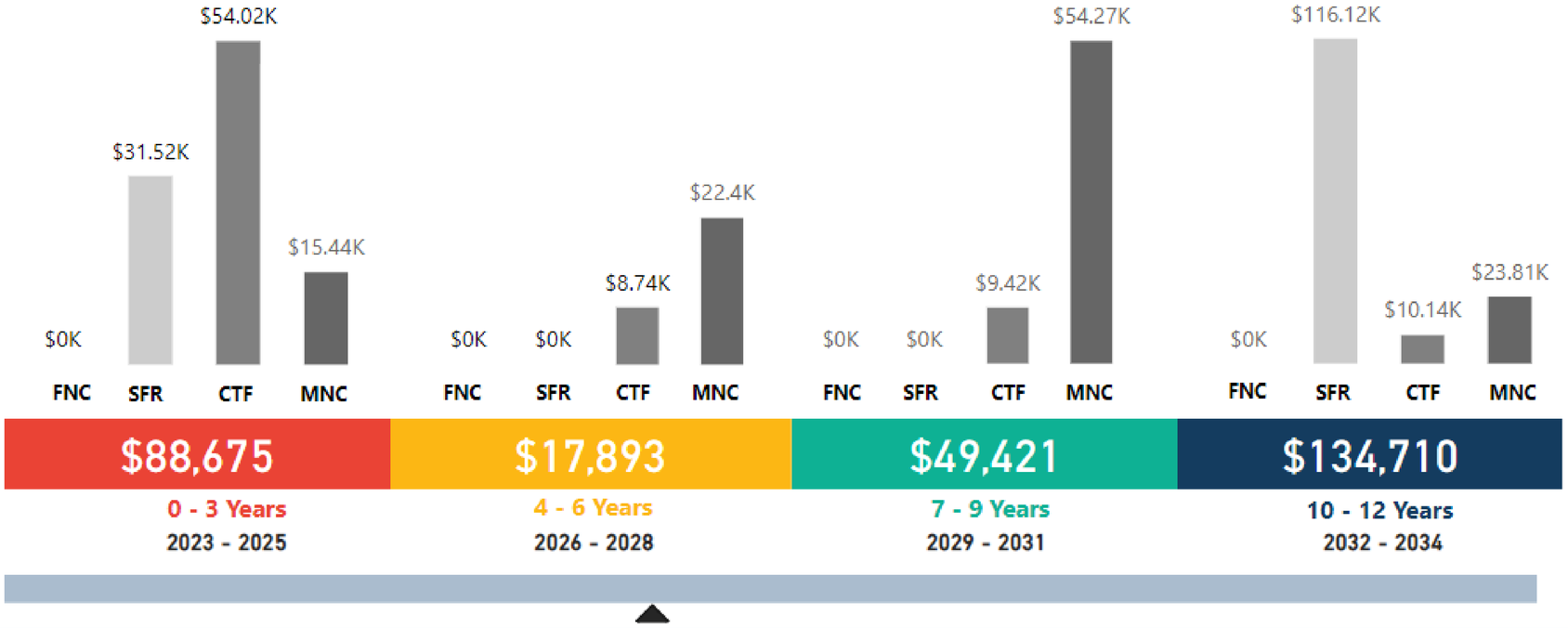


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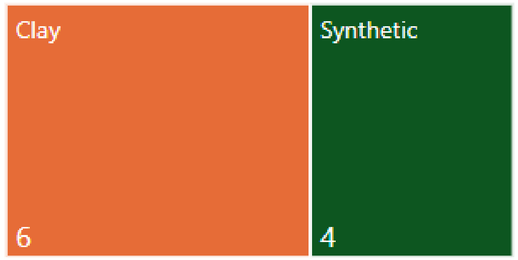


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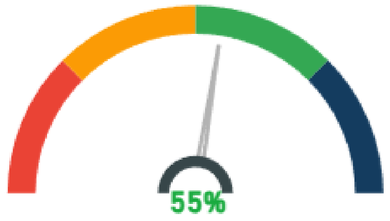
Stages of Lifecycle - Eaglemont Tennis Club

Venue Summary | Financial Performance | TTC Framework

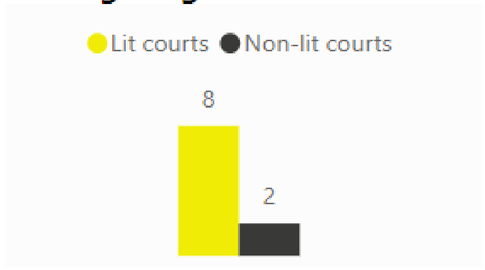
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

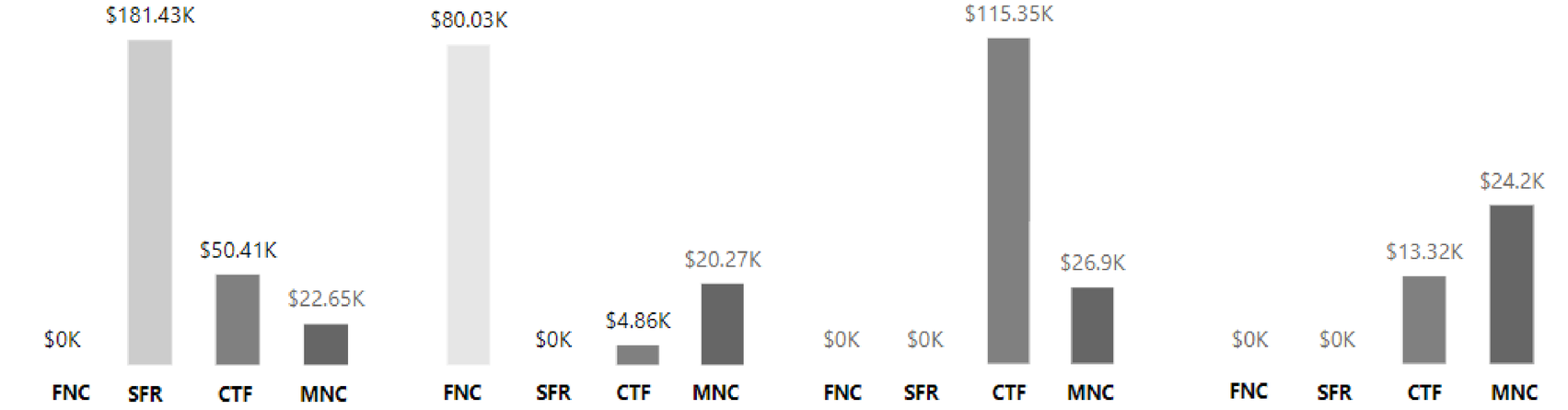


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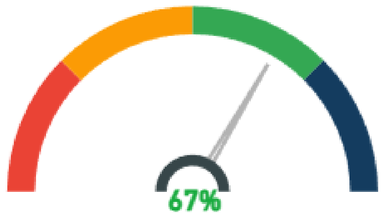
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Stages of Lifecycle - Ivanhoe Tennis Club

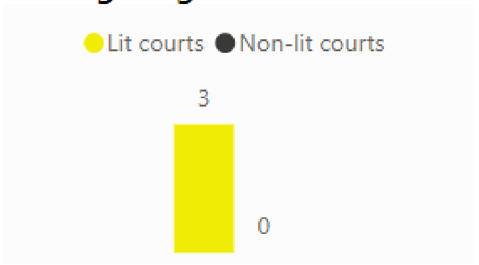
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

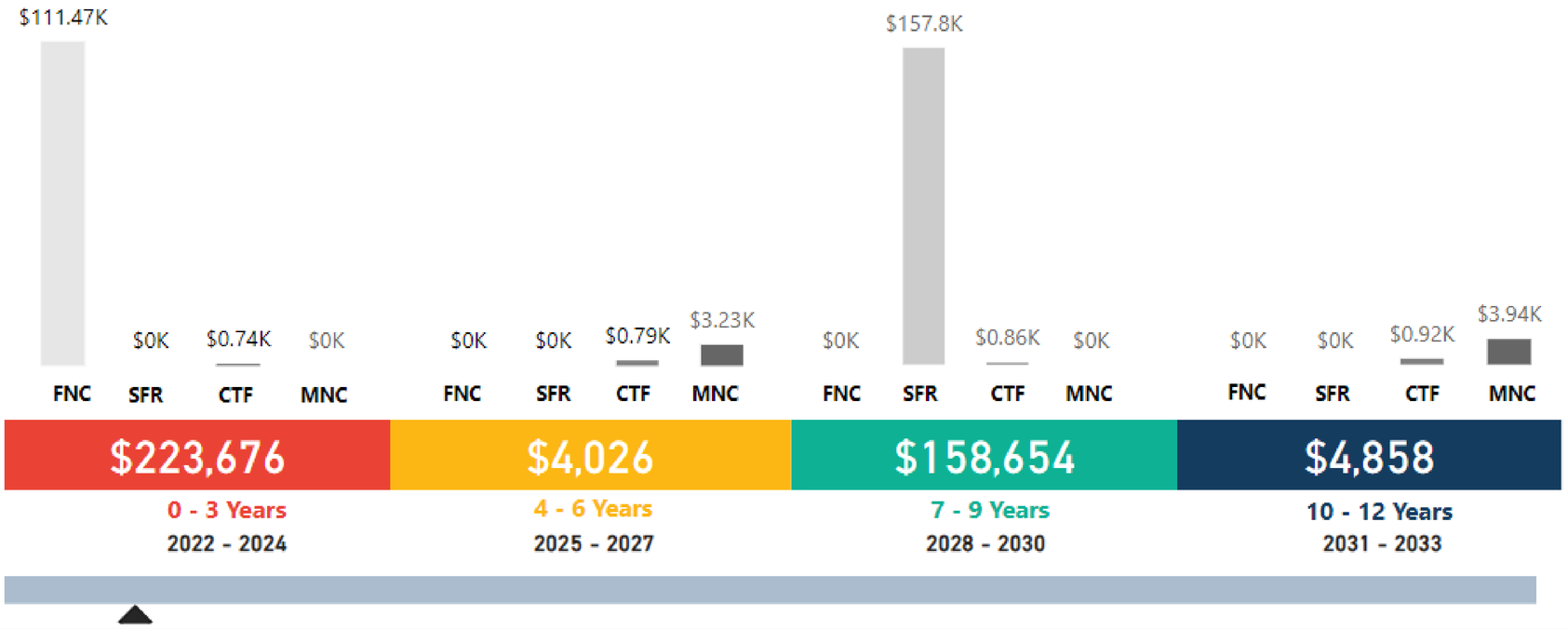


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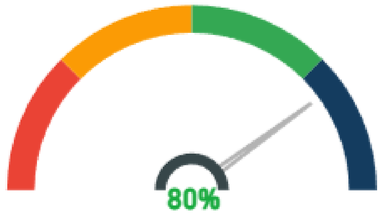
Stages of Lifecycle - Central Park

Venue Summary | Financial Performance | TTC Framework

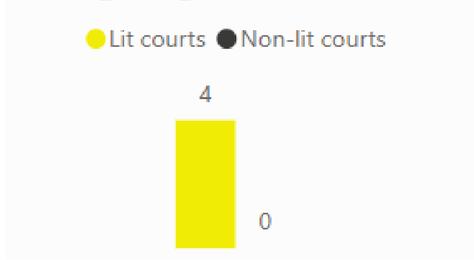
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

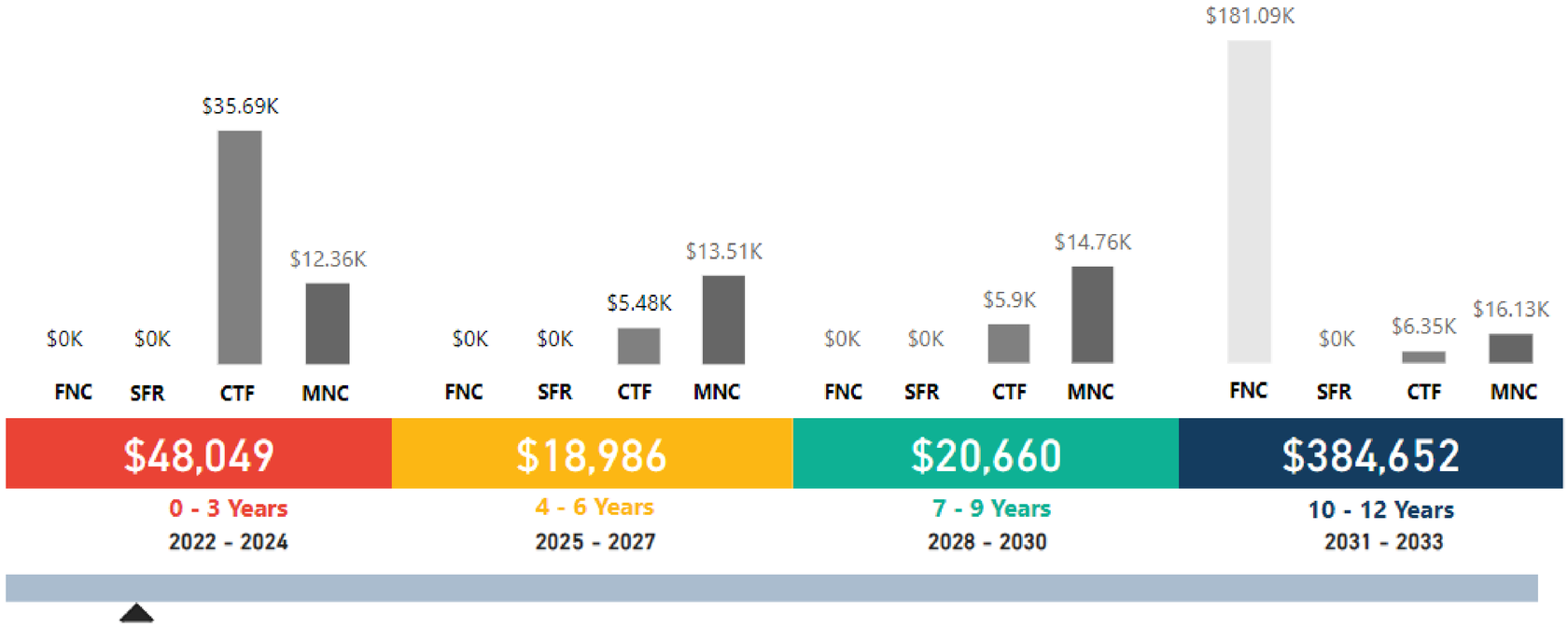


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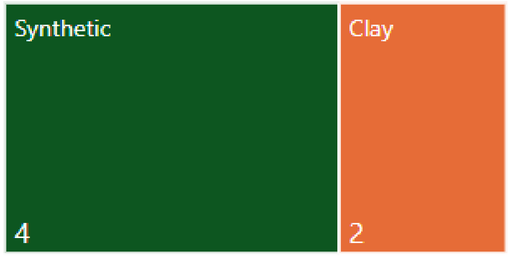


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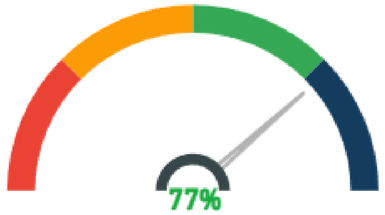
Stages of Lifecycle - Malcolm Blair Reserve

Venue Summary | Financial Performance | TTC Framework

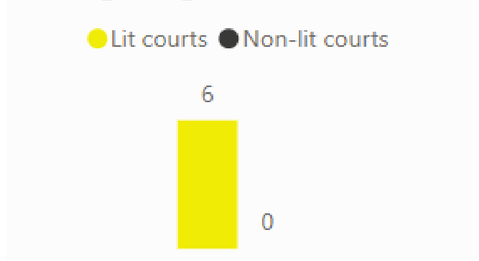
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

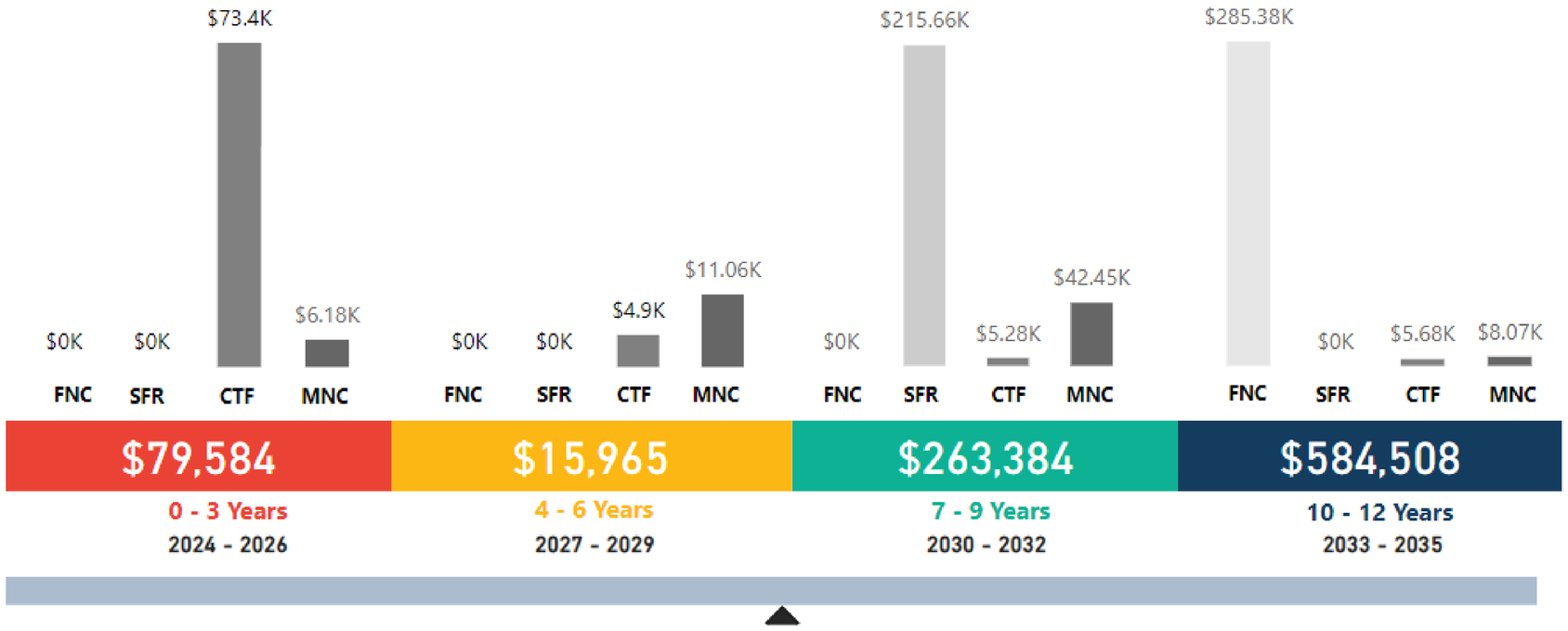


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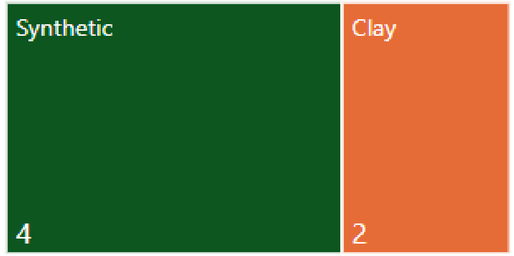


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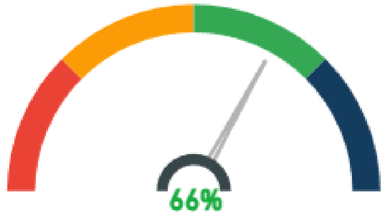
Stages of Lifecycle - Macleod Park

Venue Summary | Financial Performance | TTC Framework

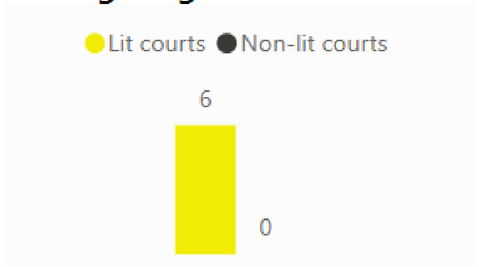
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

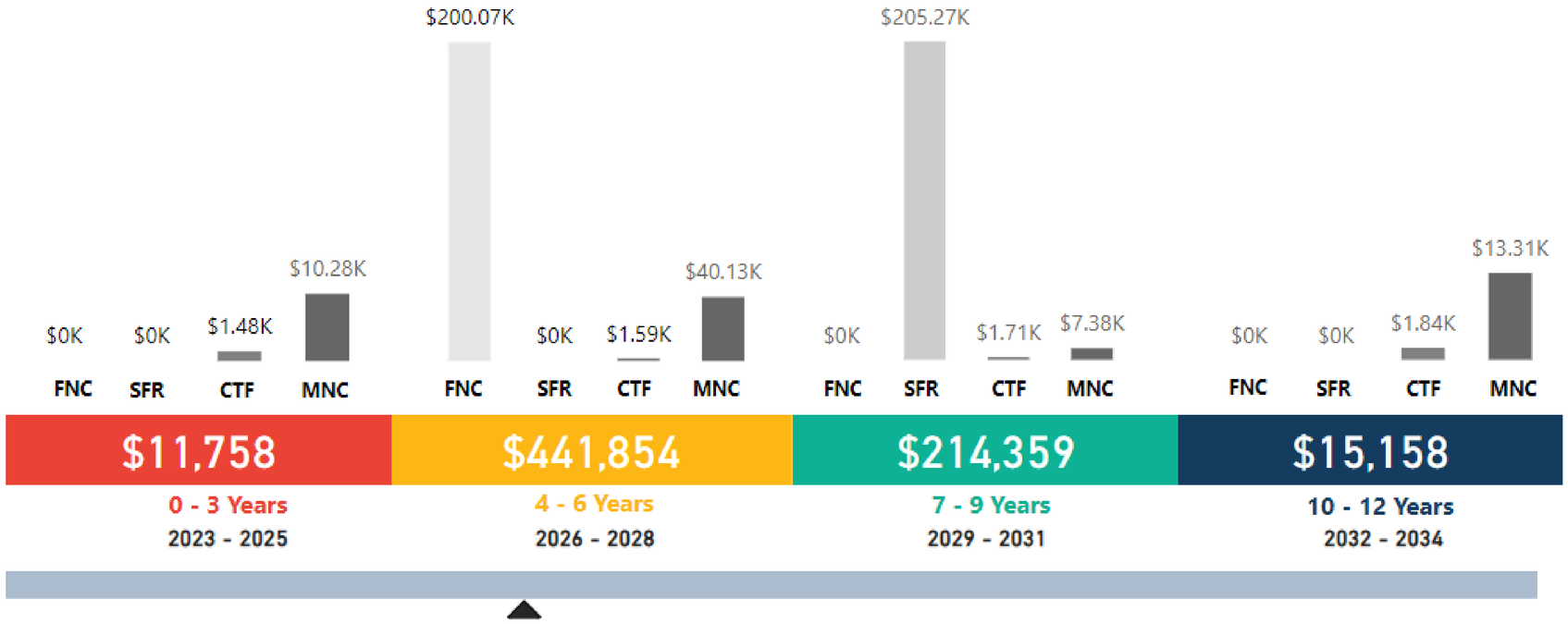


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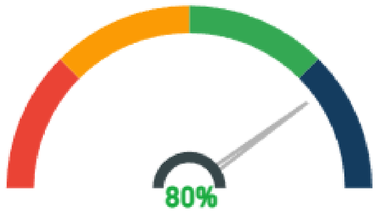
Stages of Lifecycle - Montmorency Park

Venue Summary | Financial Performance | TTC Framework

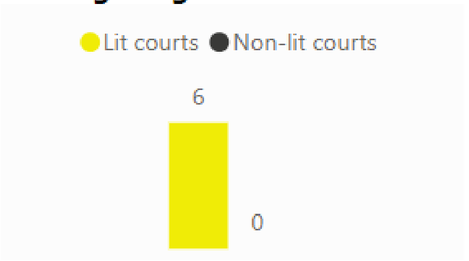
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

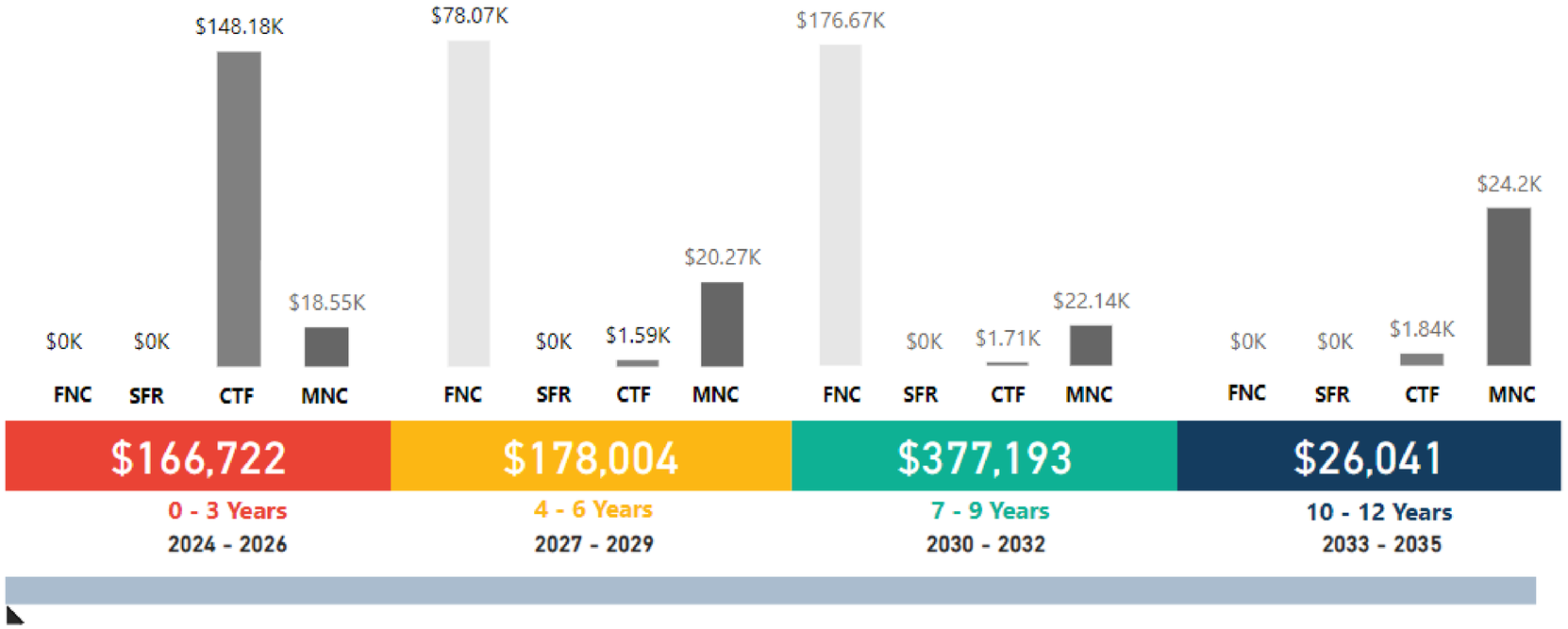


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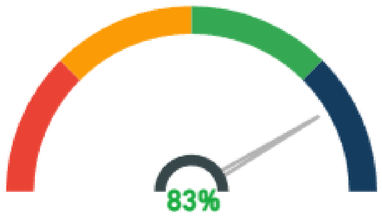
Stages of Lifecycle - De Winton Park

Venue Summary | Financial Performance | TTC Framework

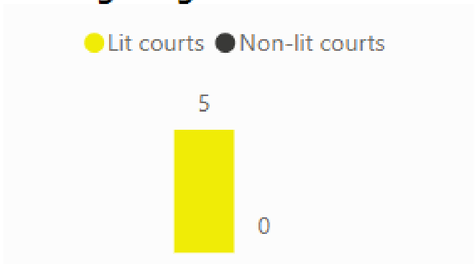
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

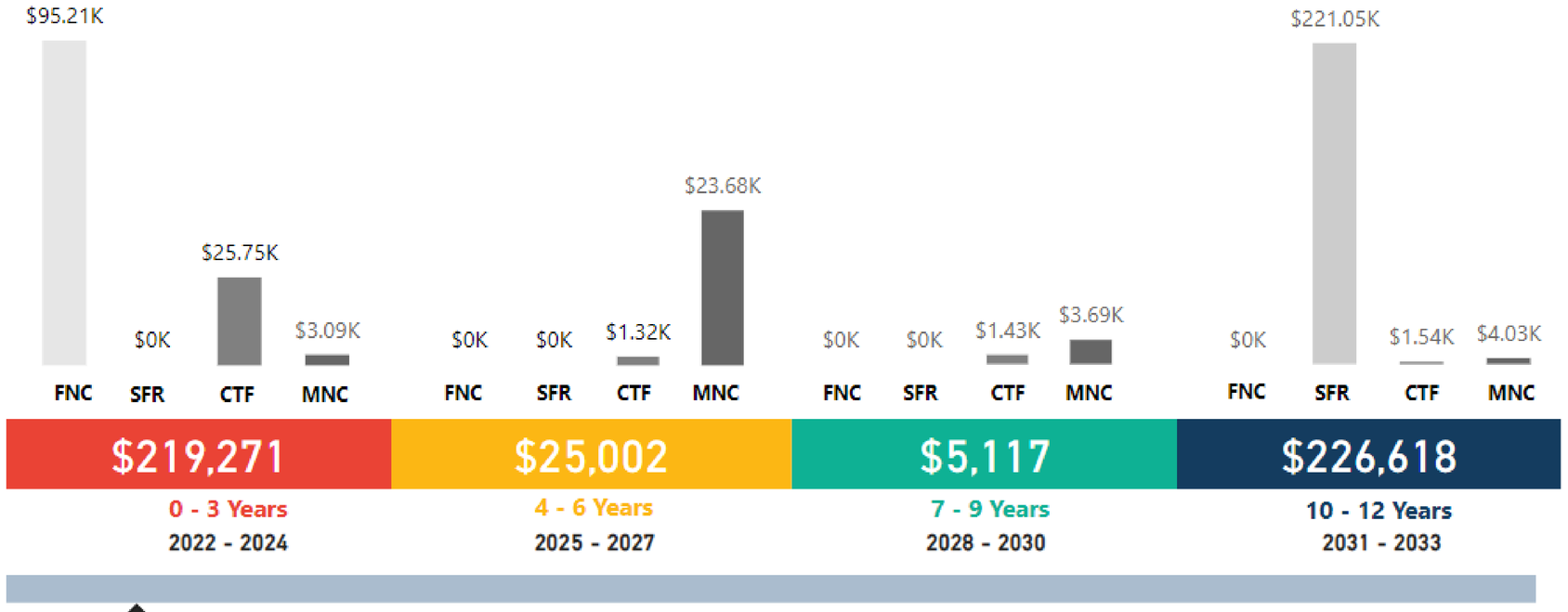


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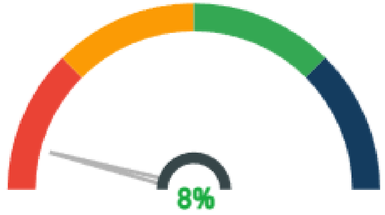
Stages of Lifecycle - St Johns Catholic Tennis Club

Venue Summary | Financial Performance | TTC Framework

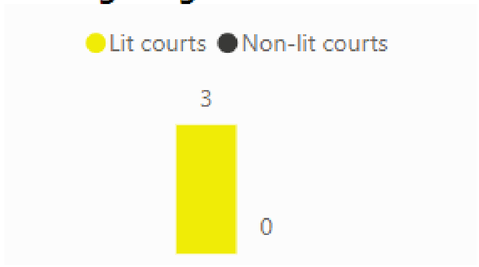
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

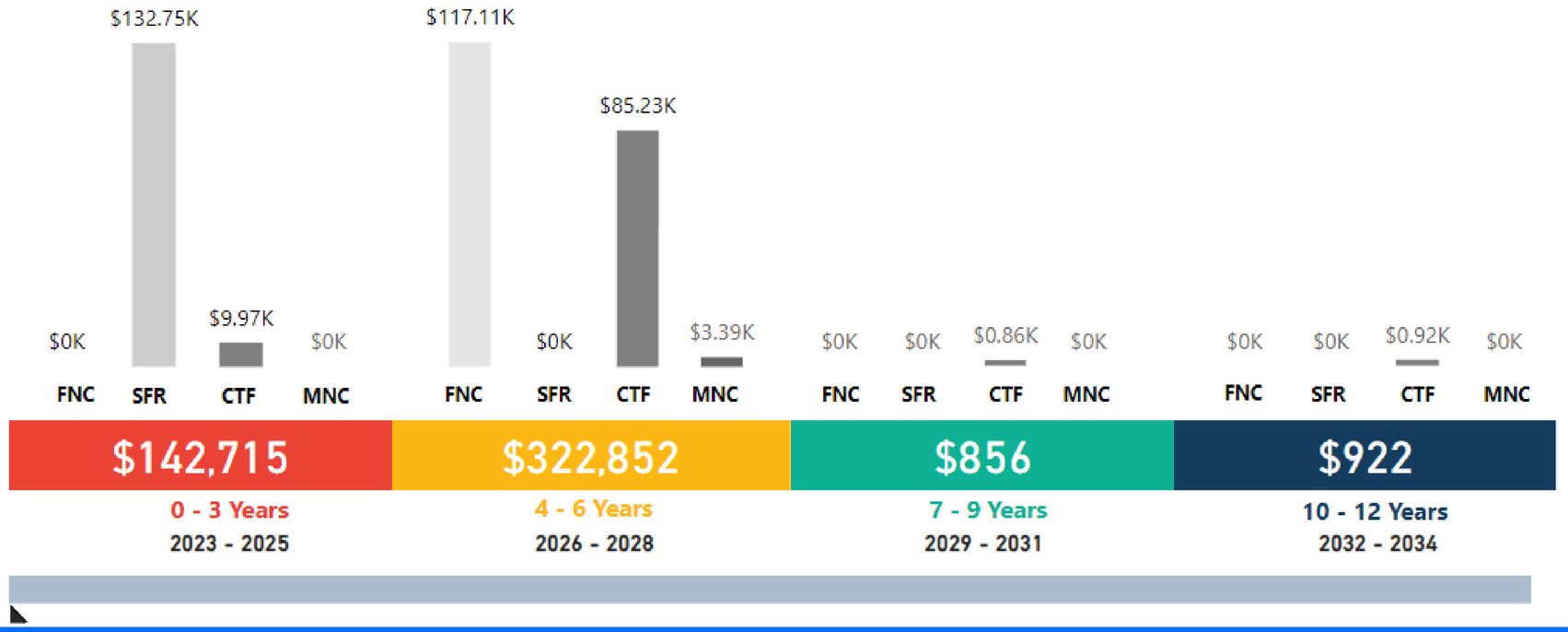


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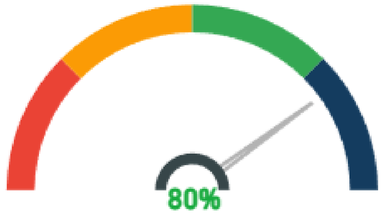
Stages of Lifecycle - Kalparrin Gardens

Venue Summary | Financial Performance | TTC Framework

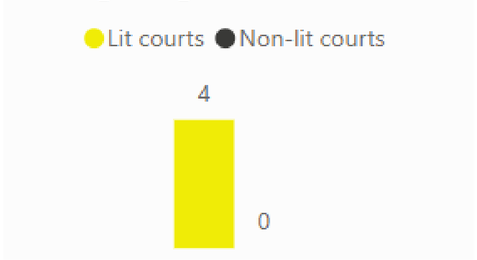
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

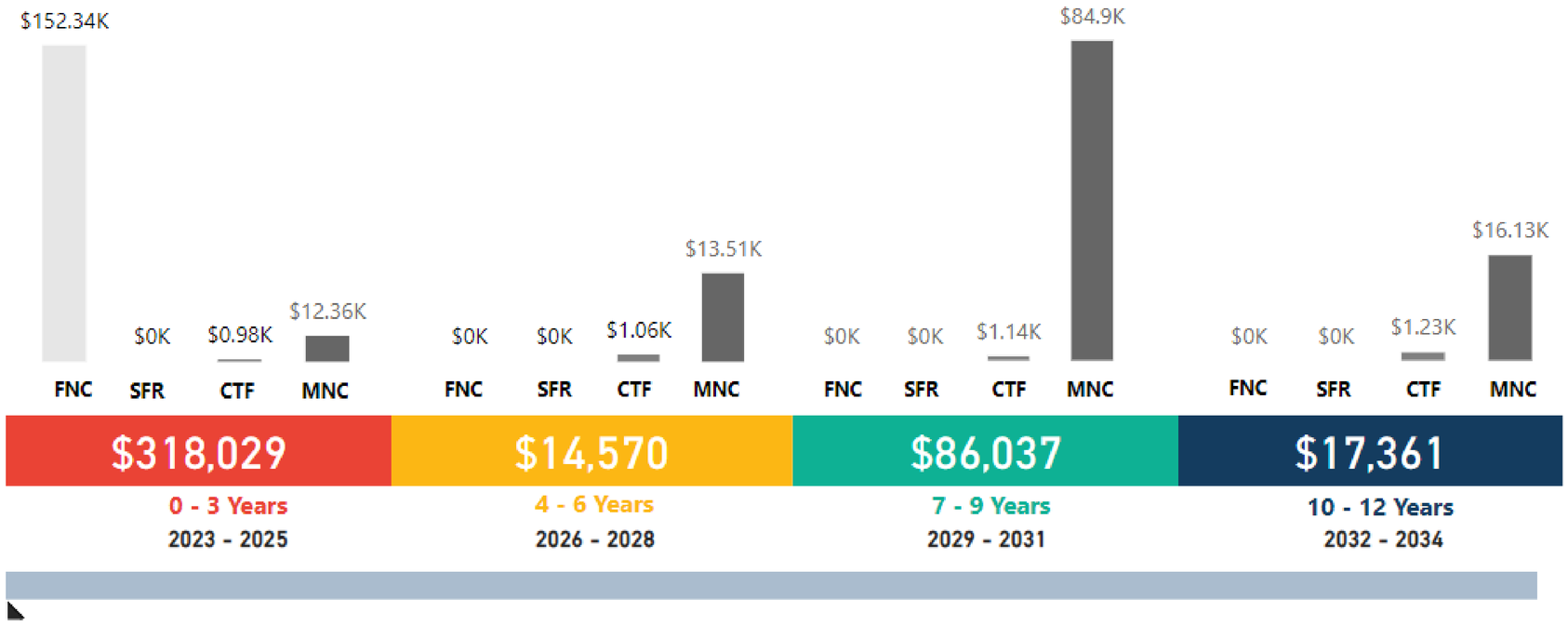


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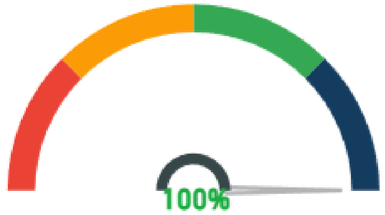
Stages of Lifecycle - Viewbank Tennis Club

Venue Summary | Financial Performance | TTC Framework

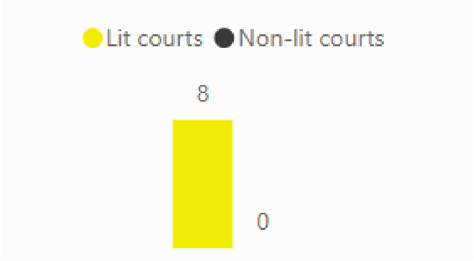
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

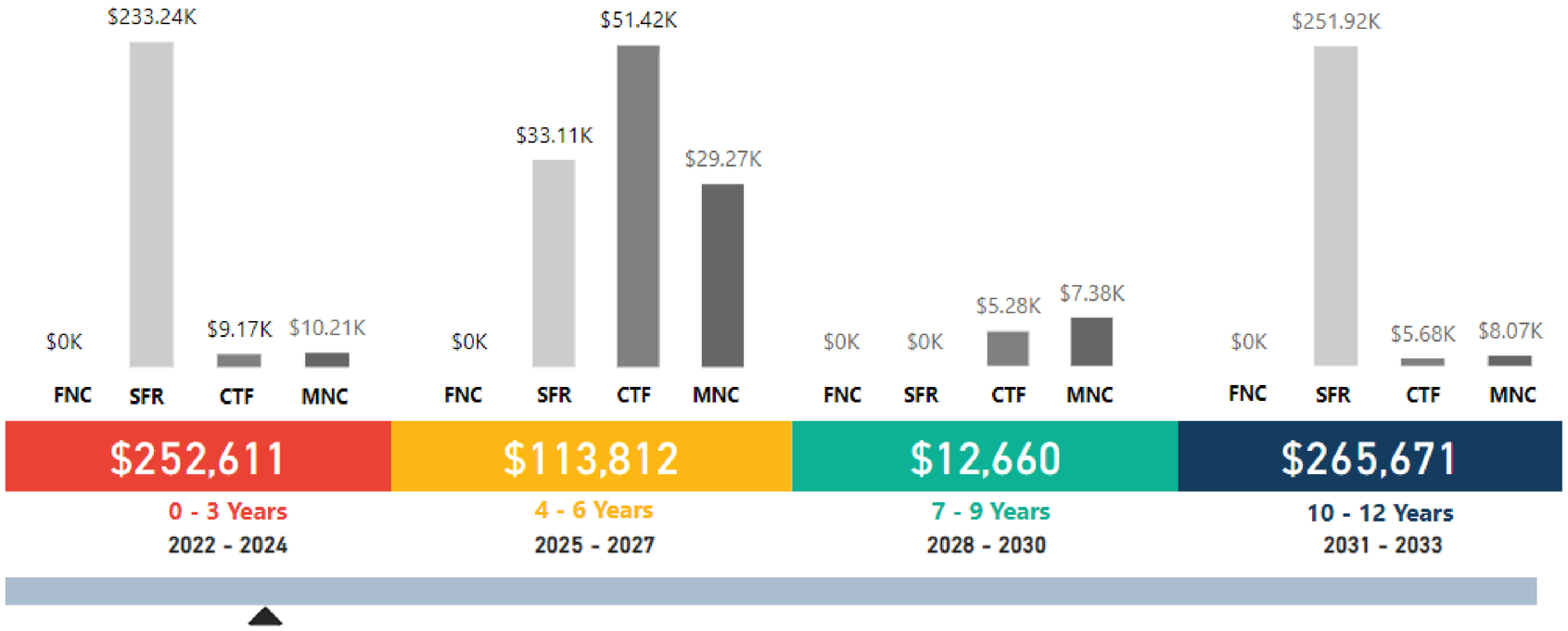


FNC - Fencing costs (includes all costs related to fencing)

SFR - Surface Renewal cost (includes hard court pressure clean, new hardcourt renewal, court repaint, synthetic grass resurfacing and clay court cement based stabilization)

CTF - Court Fixtures cost (includes cost for lamp upgrades, net replacement, umpire stand renewal etc.)

MNC - Maintenance cost (includes clay court refurbishment, hard court pressure clean, synthetic grass re-sanding, red-ball court repainting and annual cost for maintenance of clay and grass courts



All data is captured and summarised at time of report 17/08/2024.

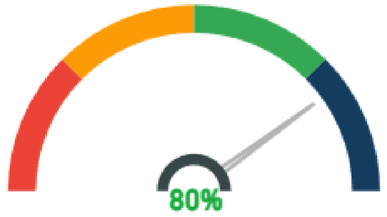
Stages of Lifecycle - Yallambie Tennis Club

Venue Summary | Financial Performance | TTC Framework

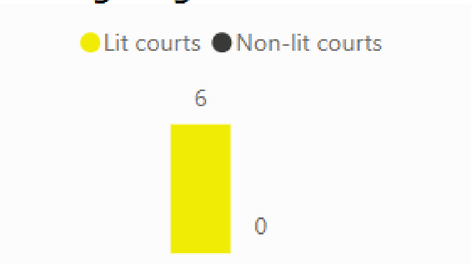
Surface breakdown



Stage of Lifecycle score



Lighting infrastructure

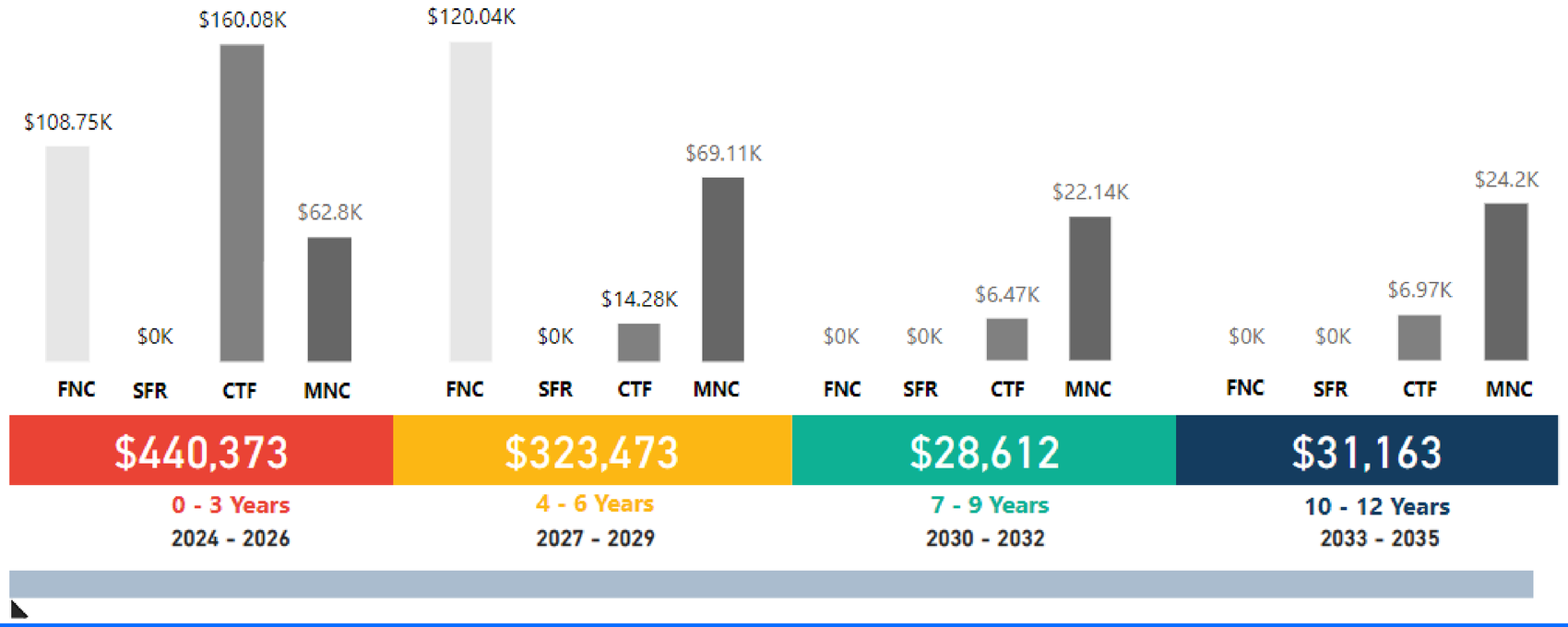


FNC - **Fencing costs (includes all costs related to fencing)**

SFR - **Surface Renewal cost (includes hard court pressure clean, new hardcourt renewal, court repaint, synthetic grass resurfacing and clay court cement based stabilization)**

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MNC - **Maintenance cost (includes clay court refurbishment, hard court pressure clean, synthetic grass re-sanding, red-ball court repainting and annual cost for maintenance of clay and grass courts**



All data is captured and summarised at time of report 17/08/2024.