

CENTRAL COAST COUNCIL

TENNIS FACILITIES ACTION PLAN

Central
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Council







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Central Coast Council Tennis Facilities Action Plan
Date: August 2022

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EXECUTIVE SUMMARY

Central Coast Council provides a range of sport and recreation facilities that seek to enhance the community's access to healthy lifestyle options. Part of that suite of sports assets includes tennis centres categorised into a facility hierarchy ranging from small 2 court community sites to regional operations with 16 plus courts. There are 126 public tennis courts in total located at 34 tennis centres across the Local Government Area (LGA), 30 of these facilities are owned by Council with the balance remaining owned and operated by two registered clubs, a school and private provider. Whilst usage figures are not available for most of these locations, it is known that there are 14 clubs affiliated with Tennis NSW operating on Council owned facilities with more than 3,000 members.

Tennis NSW notes in its *Vision 2025* document that there is an opportunity to improve tennis participation rates in the 9-14 age cohort and in the 55-79 cohort. The benefits of this community participation include improved health and wellbeing levels, social inclusion as well as value add to visitor experience. The Australian Government has highlighted the need to improve community sports participation to reduce sedentary lifestyle trends and the associated poor health outcomes. Tennis is a sport that can be played well into senior years and as such, offers the community a relatively low cost, low impact and whole of life means to maintaining fitness and social connection.

This Action Plan has multiple objectives including:

- Increasing community awareness of and participation in tennis
- Identify and respond to key drivers, challenges and opportunities for tennis on the Central Coast
- Improve facility management and governance frameworks
- Develop appropriate business model(s) for sustainable facility outcomes
- Develop, implement, and monitor performance-based occupancy agreements
- Implement the identified facility hierarchy and associated asset management regime
- Engage and collaborate with key partners in Action Plan delivery



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Tennis is a sport that can be played well into senior years

In developing this Action Plan, Council engaged a range of stakeholders including current tennis court lessees, management committees, relevant staff and key agencies such as Tennis NSW and the NSW Office of Sport. The NSW Office of Sport recently released the *Sport and Active Recreation Plan Central Coast 2018-2023* is the first comprehensive plan designed to improve sport and active recreation participation in this region and is based on the principle of collaboration with six partner groups Sport and Active Recreation Plan Central Coast 2018-2023. The Australian Government's key directions in *Sport 2030* vision has also been incorporated into the Action Plan's development Sport 2030.

Models of tennis facility management in similar Local Government Areas were also examined to ensure that examples good practice were incorporated into our decision making. Council has also partnered with Tennis NSW in the development of its #TENNISRESTART strategy which seeks to increase participation in this region through share understanding of key drivers for tennis growth and a range of prioritised actions.

Allied with the engagement phase noted above, a comprehensive independent tennis court inspection report was prepared for all Council owned assets by a suitably qualified provider over the course of 2017. This was reviewed by TNSW in January 2020 with data updated as required. These reports assessed the condition of all infrastructure located at each facility and include a series of maintenance recommendations for Council's consideration and implementation consistent with Council's Asset Management Strategy and Resourcing Strategy. This five-year Action Plan will inform and focus Council's operational and capital resources to ensure that its tennis facility hierarchy is fit for purpose, accessible to the community and managed sustainably to meet the needs of both current and future Central Coast communities. The actions described in the following table will be built into Council's Delivery Program and are linked to the Livable Communities theme of Council's *One Central Coast Community Strategic Plan 2018-2028*.



“ Tennis offers a relatively low cost, low impact sport option

PURPOSE OF TENNIS FACILITIES ACTION PLAN

Increase community participation in tennis activities in combination with a consistent approach to management and operations thus providing a sustainable future for tennis on the Central Coast.

Strategic alignment

- Central Coast Council's *Community Strategic Plan One Central Coast* outlines a vision for a smart, green and liveable region with a shared sense of belonging and responsibility. The document advocates for the provision of a range of community facilities that encourage residents and visitors to access healthy lifestyle options.
- This Tennis Facilities Action Plan is consistent with these objectives and Council's strategic directions are aligned with those of Tennis NSW to ensure a collaborative approach to the game's future.

Objectives

- Increase community awareness and participation in tennis
- Respond to the major drivers, challenges and opportunities for tennis on the Central Coast
- Improve the transparency and governance of tennis facilities
- Develop a business model(s) to ensure facility safety and attractiveness
- Develop consistent and sustainable tenure agreements and constitutions
- Develop and implement a Tennis Facility Hierarchy
- Engage relevant partners and agencies in the delivery of improved tennis outcomes



OPPORTUNITIES

Funding

- Funding opportunities exist at State and Federal levels for capital investment in sporting facilities applicable to new and upgrade works for tennis.
- SPORTAUS and Tennis Australia provide grant funding for court facility infrastructure.
- Council's 10-year CAPEX (capital expenditure) program and Section 7.11 and 7.12 (formerly s94 developer contributions) funding.
- Council's Sponsorship and Community Grants Program includes categories that would allow tennis court lessees to enhance and/or promote facilities.

Economic

- Safe and playable court facilities with adequate capacity will assist in generating local business activity and add value to visitor experience.
- Ensure that large tennis venues such as Gosford and Wyong can host events that generate sports tourism benefits to the visitor economy consistent with the *Central Coast Tourism Opportunity Plan*.
- Sustainably managed facilities provide employment for coaches and other fitness operators.
- A thriving tennis facility hierarchy will provide Central Coast Council with a positive social return on investment (SROI).

Community

- The Australian Government's National Sport Plan *Sport 2030* includes as one of its strategic priorities the reduction of physical inactivity amongst Australians by 15 per cent by 2030.
- Tennis is a sport that has strong competition and social participation rates within older age groups and therefore contributes strongly to positive life-long wellbeing outcomes.
- Tennis is a sport that is based on strong diversity and inclusion principles thus contributing to equitable social engagement outcomes.

Current Assets

- Central Coast Council owns 30 tennis venues that require targeted works to improve safety and playability and increase capacity and accessibility.
- Sport 2030 extract: When the Australian Government talks about 'sport' and sport policy, it will now talk about a broad range of physical activities including informal, unstructured activity such as walking, riding, swimming and running as well as traditional, structured sport and new and evolving sport and physical activity offerings such as mixed martial arts, "ninja" style obstacle courses and stand-up-paddle boarding.



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Central Coast Council owns 30 tennis venues

SUMMARY OF IDENTIFIED ISSUES

Tennis NSW's Strategic Plan 2018-2021 Vision 2025 highlights the fact that whilst participation overall in tennis remains strong, adult (25-34 yrs) and child (9-14 yrs) participation is declining. Senior adult social play (55 yrs plus) however, offers the largest opportunity for growth in the sport and there is an urgent need to ensure that all facilities have plans in place for value-add services such as online booking/access and in-situ coaching programs. *Vision 2025* highlights the crucial role that all levels of government play in facilitation and delivery of tennis facilities in NSW noting that 82 per cent of all tennis venues on the Central Coast are located on Council managed land.

- 1. Mapping participation trends** - Reported tennis participation reflects inconsistent patterns of use and data capture across the Central Coast LGA:
 - It is difficult to monitor court activity under the current lease agreements and some courts have no on-site management regime in place
 - This makes it difficult to define the cost benefits of capital investment.
- 2. Asset condition** - The 2017/18 Audit of Central Coast tennis facilities and associated infrastructure revealed that asset condition on average was medium however across all assets there was inconsistent condition levels and risk was under-reported due to poorly worded lease agreements. This has highlighted the following:
 - Lack of asset management planning and coordinated asset inspection by operators and Council
 - Operational funding and planning were inconsistent between operators and Council
 - Potential risks to Council were not fully understood.
- 3. Poorly defined facility hierarchy** - Here is a need to establish, promote and plan for a clear hierarchy of tennis facilities, activities/ opportunities and operators to address the following points:
 - The Central Coast tennis court portfolio is characterised by larger facilities in the established town centre areas of Gosford and Wyong, a range of six to two court centres through the established residential areas and newer two court centres developed as part of multi-function recreation facilities in new urban release areas in the northern planning precincts.
 - Whilst safe, most court surfaces do not meet Tennis Australia competition surface standards.
 - There is a strong demand for synthetic turf surfacing especially from senior players

4. **Small facility economic viability** - Discussion with tennis business groups has revealed that it is challenging for two court facilities to be commercially viable where there is no community association or Council-led support thus creating under-utilised, vulnerable assets requiring activation.
 - Older one and two court centres reflect community supported projects rather than commercially viability and a sustainable community license agreement may activate.
 - Newer two court centres developed as part of a larger sporting project may not have participation demand to support to make them viable and need innovative activation for return on investment (ROI).
 - Upgraded two court centres without a viable operator may be activated to a greater degree through online remote booking and payment systems.

5. **Facility distribution compared to population distribution** - The current distribution of tennis centres does not reflect newer population footprints and/or identified growth areas.
 - Older courts may not effectively serve new urban release areas or redeveloped transport interchanges and town centres.
 - Existing venue capacities may not serve current or predicted demand.

6. **Tenure** - There are inconsistent tenure and operational agreements across the Central Coast even within the same class of agreement, these include:
 - Multi-year Leases
 - Commercial and Community License agreements
 - Fees and charges for short term hire courts
 - There is a lack of usage data from non-affiliated Tennis NSW operators
 - Some courts located on Crown land devolved to Council cannot be leased
 - Current booking and promotion arrangements for Tennis Facilities across the Central Coast restrict participation
 - Lack of visibility of booking opportunities for residents and visitors
 - Lack of consistency of booking responsibility and arrangements
 - Limited use of web-based technology to support booking and access by user.

7. **Governance and business models** - Some Tennis Clubs' capacity and/or resourcing may not be adequate to manage renewal of facilities and to promote use due to:
 - Lack of available investment capital
 - Insufficient funds for maintenance regime
 - Insurance levels

TENNIS DEMAND AND CONTEXT

Tennis clubs

Established tennis clubs remain the strongest users of tennis facilities and infrastructure. Activity is supported and promoted by the social and competitive opportunities provided by the club and the pool of participants it provides. Affiliated clubs can draw on the support of Tennis NSW to provide support for competitions and promotion. Sustainable clubs provide the best community-based solution to manage and maintain tennis facilities and to increase participation in Tennis require ancillary building facilities to support their activity.

At present there are thirty Council owned tennis facilities within the Central Coast region, including:



It is estimated that there are two privately owned and operated tennis facilities on the Central Coast that support a relatively small number of club and/or coaching activities.

Tennis coaching

Tennis participation is closely related to active and organised tennis coaching businesses. In situ coaches promote and encourage community awareness, skills development and competition which in turn generates community interest and activity. Sound asset management principles and ancillary building facilities and infrastructure are key factors to enable coaching businesses to operate in a sustainable manner.

Of the 30 Council owned tennis venues, 22 have identified that there is an active coaching operator.



Tennis programs

Accredited tennis programs form a fundamental component of effective venue utilisation and act as a measure of tennis participation. Program delivery within the Central Coast Council includes the following brands and programs:

- ANZ Tennis Hot Shots
- Cardio Tennis
- FAST4 Tennis
- Social tennis meetings and competitions
- Local competitions in unaffiliated tennis venues
- Tournaments sanctioned with Tennis NSW
- Cultural Programs
- Accessibility programs

School tennis

Tennis NSW provided information on the Central Coast schools that accessed the SPORTAUS Sporting schools funding to facilitate tennis programs in Term 4 of 2016. Tennis remains a very popular school sport consistent with national participation trends (refer trend data below).

- Tennis is the third most requested sport in the Sporting Schools Program
- At an average of 100 children per school per term the program had approximately 6400 participants in 2016

Nine secondary schools on the Central Coast have been identified as operating dedicated or multi-purpose courts for student use.



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multi-
purpose
school courts

Tennis is the third most requested sport in the Sporting Schools Program

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DEMOGRAPHICS & TRENDS

The Central Coast Council Community Profile provides demographic analysis for the Region and its suburbs based on ABS Census data. The 2016 Census shows an estimated resident population of 342,047 persons with a median age of 42 years. By 2036 the region's population is forecast to grow to 414,615.

Broad age range participation is a key factor in driving demand for tennis activities and programs. The Central Coast Council area has a lower proportion of preschoolers and a higher proportion of persons at post retirement age than Greater Sydney. Given this population profile and Tennis NSW's assessment of opportunities for participation increase in the older adult cohort, it is essential that all stakeholders collaborate to capitalise on this opportunity.

There will be continued growth in nearly all age cohorts across the Central Coast with a significant growth in the over 60s age group. Allied with these demographic trends are pockets of disadvantage scattered across the LGA. Tennis offers these communities a relatively low level of expenditure outlay for participation when compared to other sports.

Significant increases in population densities are expected in town centres such as Gosford CBD and Tuggerah Town Centre with housing types trending towards apartments instead of detached dwellings resulting in an overall decrease in private open space. This being the case the provision of active recreation facilities in these locations such as tennis courts will offer the community the opportunity to maintain healthy lifestyles.

Major demographic features:

- By 2036 the total LGA population will increase by an average rate of 1.02 % per annum resulting in an additional 93,000 residents
- All age cohorts will continue to increase in number in line with national growth trends
- Significant growth in the over 60s age cohort is forecast
- 20 to 39 years and the 55 to 79 years cohorts will continue to grow as a proportion of the total population
- 25 to 34 years cohort has high tennis participation levels however is vulnerable to time constraints posed by family and work commitments
- 55 to 79 years cohort is identified as one of the key user groups with an expressed need for synthetic turf court surfaces.

Participation trends

Tennis remains a nationally significant sport for both adults and children. Tennis Australia figures show that in 2018-19 there were 932,586 registered tennis players nationally which represents a 34 per cent increase on figures from 2016-17. There are more than 2,000 clubs delivering the ANZ Tennis Hot Shot Program nationally to 702,509 primary school students. Tennis NSW has advised that there were 334,000 visits to tennis courts on the Central Coast in 2019 however, capture of more detailed player data has not been possible due to limited database availability. A centralised tennis facility directory and booking system would improve participation data capture in future.

The Sport Australia's AusPlay Survey 2016 reports the following sports participation data:

- Tennis is ranked 9th of the top 20 activities for adults.
- Tennis is ranked 9th of the top 20 activities for children.
- Tennis is ranked 3rd of club sports for adults.
- Tennis is ranked 6th of club sports for children.

As noted above, tennis is a sport that can be played across a wide range of age cohorts and the purpose and character of participation can change as a player gets older. Tennis can remain a valuable life-long activity for Council to promote healthy lifestyle and quality of life outcomes for both residents and visitors.

Tennis court supply and management

Central Coast LGA Court Numbers and Hierarchy

Based upon the Tennis Australia classifications Council owned tennis venues have been divided into a hierarchy based upon the number of courts on per location.

Class	Number of Courts	Venues on Central Coast
Regional (Gosford)	16 +	1
Sub Regional (Wyong)	9 to 16	1
Medium	5 to 8	3
Small / Community	Less than 5	25
Total Council owned venues		30

Note: there is a small number of privately owned and operated tennis courts however these are not in scope for the purposes of this Action Plan (e.g. Central Coast Sports College, Forresters Beach and Norah Head Sporties).

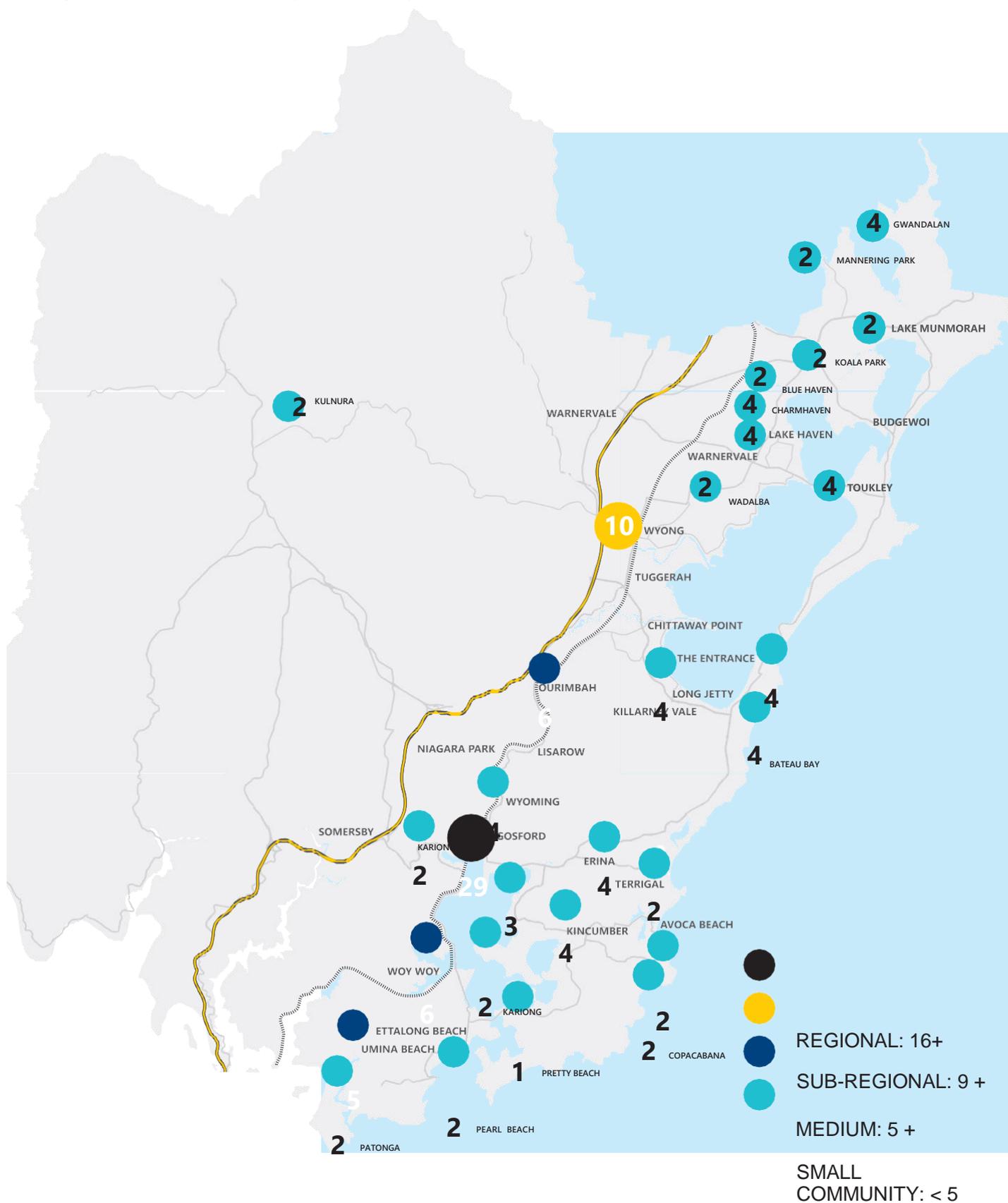
- **Regional Facility (16 plus courts)**
 - Gosford Tennis Centre - 23 Courts (16 hardcourt and 7 synthetic grass courts) managed by Gosford Tennis Club

- **Sub-Regional Facility (9-16 courts)**
 - Wyong Tennis Courts – 10 courts (synthetic grass) managed by Wyong Tennis Club

- **Medium Facilities (5-8 courts)**
 - Ourimbah Tennis Courts (4 synthetic grass and 2 hard courts) (no occupancy agreement)
 - Umina Tennis Courts (5 synthetic grass courts) managed by Umina Tennis and Sporting Club
 - Woy Woy Tennis Courts (2 synthetic grass and 4 hard courts) managed by Woy Woy Tennis Club

- **Small/Community Facilities (less than 5 courts)**
 - Avoca Beach Tennis Courts (2 courts) managed by Avoca Beach Tennis Club
 - Bateau Bay Tennis Courts (4 courts)
 - Blue Haven Tennis Courts (2 courts)
 - Charmhaven Tennis Courts (4 courts) managed by Charmhaven Tennis Centre
 - Copacabana Tennis Courts (2 courts) managed by Copacabana Tennis Club
 - Empire Bay Tennis Courts (3 courts) managed by Empire Bay Tennis Club
 - Erina Tennis Courts (4 courts) managed by Erina Tennis Club
 - Colongra Tennis Courts
 - Gwandalan (4 courts) managed by Summerland Sporties Club
 - Kariong Tennis Courts (2 courts) no occupancy agreement
 - Killarney Vale, Adelaide Street Courts (1 tennis court, 3 futsal) no occupancy agreement
 - Kincumber South Tennis Courts (4 courts) managed by Kincumber South Tennis Club
 - Kulnura Tennis Courts (2 courts) no occupancy agreement
 - Lake Haven Recreation Centre Tennis Courts (4 courts) managed by Lake Haven Tennis Club
 - Long Jetty, Jubilee Tennis Courts (4 courts) managed by The Entrance District Tennis Club
 - Mannering Park Tennis Courts (2 courts) Patonga Beach Tennis Courts (2 courts) managed by Campground Management
 - Pearl Beach Tennis Courts (2 courts) managed by Pearl Beach Tennis and Recreation Club
 - Pretty Beach Tennis Courts (1 court) managed by Pretty Beach Tennis Club
 - Saratoga Tennis Courts (2 courts) no occupancy agreement
 - San Remo, Koala Park (2 courts) no occupancy agreement
 - Terrigal Tennis Courts (4 courts) managed by Terrigal Tennis Club
 - Toukley Tennis Courts (4 courts) managed by Toukley District Tennis Association
 - Wadalba Oval Multi-Purpose courts (2 courts) no occupancy agreement
 - Wyoming Tennis Courts (4 courts) managed by Maidens Brush Recreation & Sporting Club

Figure 1: Tennis facility hierarchy



Distribution of venues

Tennis facilities are historically related to developed residential areas and Town Centres and the distribution of venues shown on Figure 2 on page 23 clearly illustrates this. Generally, the current population areas are well supplied for the existing usage levels, however new urban release areas and town centre re-developments represent opportunities for the establishment of new facilities.

The Central Coast has dissected settlement patterns with greater distance and travel times between areas of development than might be expected in an area of similar population size such as Wollongong and Canberra. Residential development on the Central Coast is concentrated in a relatively narrow corridor 60 kms long and generally east of the M1 Motorway. This is equivalent to the area from Barrenjoey Head to Cronulla – the coastal interface of Sydney.

Future development corridors identified for the northern planning districts of the Central Coast will create the opportunity for the development of a new medium sized tennis facility. Such a facility needs to be appropriately located to transport nodes and/or co-located with other attractors.

Figure 2 on page 24 shows the dissected nature of residential areas on the Central Coast and the new residential areas currently identified for development with tennis facilities overlaid.

Figure 2: Sites related to existing and proposed residential development



Asset condition of venues

An asset condition assessment has been completed for all tennis court infrastructure and costs estimated for any works necessary to return to a safe and playable condition.

- There are a large number of minor repairs required across the Central Coast.
- 6 sites require works within 3 years.
- Many sites have inadequate lighting levels for commercial or competition use. In many cases poor light levels are the result of inadequate cleaning and focusing.
- There are a number of sites where the condition is a result of inadequate recurrent investment.
- To bring the court portfolio up to a safe playable standard and maintain it will require a significant investment in Capital and Operational expenditure.
- The audit results will be used to plan upgrade works in the 10 (ten) year Capital works plan
- The Audit has been verified by Council's Asset Management Team and Tennis NSW, and will be used as the basis of inspection of all venues for the Asset Management Plan.



“ Of the 30 Council owned tennis venues, 22 have identified that there is an active coaching operator.

Occupancy agreements

There are a range of tenure arrangements for Council owned tennis venues on the Central Coast:

- Lease
- Sub lease
- Community License Agreement

Legally sound tenure agreements are a crucial area for the business sustainability of sites. Tenure should be performance based and provide the managing entity with a viable environment to operate and Council with an understanding of the ROI asset condition of the site.

The former Wyong and Gosford Councils explored alternative pricing structures for not-for-profit operators which resulted in a number of forfeitures on tennis sites. At present several venues do not have current tenure arrangements in place.

Assessment of provision

The current tennis court hierarchy reflects the development history of the two LGAs that make up the Central Coast. Both Gosford and Wyong town centres have larger tennis venues and these form the Regional and Sub Regional Centres respectively.

There are medium facilities in Ourimbah, Woy Woy and Umina reflecting older areas of development.

The Central Coast LGA has many small/community level facilities. These facilities range from 1-4 courts, with the condition and surface type varying from site to site but mainly consisting of synthetic grass courts.

Of the small court facilities, 4 court facilities form the basis of most commercially viable coaching centres enabling a combination of coaching, programs and bookings to operate at the same time. These venues are available at Bateau Bay, Charmhaven, Erina, Gwandalan, Killarney Vale, Kincumber South, Lake Haven, Long Jetty, Terrigal and Toukley.

There is a reasonable distribution of the small facilities however an adequate facility network will be needed in the new release areas in the North West of the coastal development strip and in town centre re-developments.

Sustainable economic operation of the 2 court centres may be achieved by aggregation of management and programming or returning the centres to a viable community operation. A number of the 2 court sites may present opportunities for Council to support alternative activities to increase participation and appropriate use, freeing up recurrent expenditure for more actively used tennis facilities. Where a facility is re-developed and playable Council should encourage activation.

The asset base has suffered significant deterioration in recent years however Council now has a complete asset audit and has invested and committed significant funds into the renewal of the worst rated sites. Regular inspection and adequate financial planning for asset management is essential to maintain participation in tennis. It is proposed that consideration and reporting on this will become an essential feature of tenure agreements for Council facilities in the future.



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Tennis remains a nationally significant sport for both adults and children.

CENTRAL COAST COUNCIL

ACTIONS

Strategic Action Detail							What financial year will you deliver the action					Who		Responsible Unit	
Strategic Document Name	Strategy Theme / Goal	Objective	Action ID	CSP Objective	Action	What will Success look like	2022-23	2023-24	2024-25	2025-26	2026-27	Lead	Partner	Lead	Partners
Tennis Action Plan	Planning	Ensure developer contributions and planning agreements consider the needs for tennis facilities include consideration of tennis participation trends	1.1	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Prepare and review s7.11 and s7.12 developer contribution and planning agreements for timely facility delivery	s7.11 & s7.12 plans that include the needs of tennis	x					Council	TfNSW	Strategic Planning	OSR; DPE; TfNSW
Tennis Action Plan	Planning	Research opportunities for grant funding through Tennis Australia, State and Federal Governments and apply for grant funding opportunities	1.2	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Submit grant applications as opportunities arise	Grants accessed	x	x	x	x	x	Council	Tennis Australia, State and Federal Government	OSR	Local Tennis leases and clubs
Tennis Action Plan	Planning	Ensure inclusive, safe and connected tennis facility designs as part of Council's broader recreation and urban planning principles	1.3	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Design briefs to ensure Council's Disability Inclusion Action Plan objectives are met. Annual CAPEX	Designs meet the needs of the DIAP	x	x	x	x	x	Council		OSR	
Tennis Action Plan	Planning	Investigate Wyong Town Centre Urban Design Framework for regional scale tennis facility upgrading	1.4	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Ensure master planning concept development includes capacity for Wyong Tennis Centre re-development	Master Plan completed			x			Council	HCCDC; TfNSW	Strategic Planning	HCCDC; TfNSW
Tennis Action Plan	Planning	Investigate Gosford Urban Design Framework for regional scale tennis facility upgrading	1.5	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Ensure master planning concept development includes capacity for Gosford Tennis Centre re-development	Master Plan completed	x					Council	HCCDC; TfNSW	Strategic Planning	OSR; HCCDC; TfNSW

Strategic Action Detail							What financial year will you deliver the action					Who		Responsible Unit	
Strategic Document Name	Strategy Theme / Goal	Objective	Action ID	CSP Objective	Action	What will Success look like	2022-23	2023-24	2024-25	2025-26	2026-27	Lead	Partner	Lead	Partners
Tennis Action Plan	Planning	Include a sub-regional tennis facility co-located in the greater Warnervale area	1.6	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Greater Warnervale Structure Plan to be used to identify opportunities	Master Plan completed		x				Council	TfNSW	SP	OSR; TfNSW
Tennis Action Plan	Planning	Investigate tennis facility sharing opportunities with small sided football clubs	1.7	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Explore opportunities to include flexible design into court renewals to meet future football demand and source grant funding. Ongoing	Flexible uses included in underutilised courts	x	x	x	x	x	Council	Tennis Clubs	OSR	OSR; Tennis Clubs
Tennis Action Plan	Capital	Develop and maintain a fit for purpose facility hierarchy	1.8	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Develop and implement a hierarchy of tennis facilities. Asset maintenance and development to be evidence based.	Asset condition data and usage data available for consideration	x	x	x	x	x	Council	TfNSW	OSR, FAM	OSR; TfNSW
Tennis Action Plan	Capital	Prepare a rolling works program for staged capital renewal	2.1	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Costs determined by condition audits and available grant and revenue funding. Aim at a minimum condition rating of 2 and ensure lighting is compliant with Australian Standards	The minimum condition rating is 2 and lighting is compliant with Australian Standards	x	x	x	x	x	Council	TfNSW	OSR, FAM, LBSCF	TfNSW
Tennis Action Plan	Capital	Align grant funding bids with capital works priorities	2.2	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Submit applications as opportunities arise	Grant funding received to fund required works	x	x	x	x	x	Council	As Identified	OSR, FAM, LBSCF	As Identified
Tennis Action Plan	Capital	Ensure whole of life philosophy for facility planning consistent with Council's Asset Management Strategy and Long-Term Financial Plan	2.3	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Council's asset inspections, reporting and maintenance regime includes tennis facilities.	Asset condition data available	x	x	x	x	x	Council	TfNSW	OSR, FAM	TfNSW

Strategic Action Detail							What financial year will you deliver the action					Who		Responsible Unit	
Strategic Document Name	Strategy Theme / Goal	Objective	Action ID	CSP Objective	Action	What will Success look like	2022-23	2023-24	2024-25	2025-26	2026-27	Lead	Partner	Lead	Partners
Tennis Action Plan	Operational	Improve facility management and operational models	3.1	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Lease and licence agreements to utilise current council template and reflect Council's objectives for both commercial and community operators. Ensure consistency of tenure.	Leases are current	x	x	x			Council	TfNSW	LBSCF	OSR, TfNSW
Tennis Action Plan	Operational	Develop sustainable facility business model hierarchy with Tennis NSW	3.2	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Continue to collaborate with Tennis NSW as part of its Tennis Restart initiative		x	x	x	x	x	Council	TfNSW and Clubs	LBSCF	TfNSW; Clubs
Tennis Action Plan	Operational	Ensure timely reporting on licence agreements	3.3	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Facility managers to meet licence obligations in terms of reporting	Reports received as required from lease or licence holders	x	x	x	x	x	Council	TfNSW and Clubs	LBSCF	OSR; LAM; TfNSW; Clubs
Tennis Action Plan	Operational	Monitor participation trends with TfNSW following 2020 initial survey	3.4	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Annual tennis participation surveys led by Tennis NSW Annually	Trend analysis provided to Council	x	x	x	x	x	Council	TfNSW and Clubs	OSR	TfNSW; Clubs
Tennis Action Plan	Promotion	Promote community awareness of and participation in tennis programs	4.1	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Promote awareness of tennis facilities through Council's online platforms	Better community awareness of and participation	x	x	x	x	x	Council	TfNSW and Clubs	OSR	OSR; TfNSW; Clubs
Tennis Action Plan	Promotion	Promote community awareness of and participation in tennis programs	4.2	L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated	Promote awareness of opportunities for tennis training, competition and casual activity	Better community awareness of and participation	x	x	x	x	x	Council	TfNSW and Clubs	OSR	OSR; TfNSW; Clubs

Strategic Action Detail							What financial year will you deliver the action					Who		Responsible Unit	
Strategic Document Name	Strategy Theme / Goal	Objective	Action ID	CSP Objective	Action	What will Success look like	2022-23	2023-24	2024-25	2025-26	2026-27	Lead	Partner	Lead	Partners
<i>Tennis Action Plan</i>	<i>Promotion</i>	<i>Promote community awareness of and participation in tennis programs</i>	<i>4.3</i>	<i>L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated</i>	<i>Develop a publicly accessible online booking, access and payment portal</i>	<i>Better community awareness of and participation</i>	x	x	x	x	x	<i>Council</i>	<i>TfNSW and Clubs</i>	<i>OSR</i>	<i>OSR; TfNSW; Clubs</i>
<i>Tennis Action Plan</i>	<i>Promotion</i>	<i>Promote community awareness of and participation in tennis programs</i>	<i>4.4</i>	<i>L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated</i>	<i>Trail a Book a Court system for after hours (evenings) community access</i>	<i>Better community awareness of and participation</i>			x			<i>Council</i>	<i>TfNSW and Clubs</i>	<i>OSR</i>	<i>OSR; TfNSW; Clubs</i>



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