

100 Years of Tennis National Facility Census

*“100 Years of Tennis” National Facility Census*

**Club and Facility Survey**

**Prepared by the  
Centre for Leisure  
Management Research**



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## **Executive Summary**

Tennis Australia is committed to growing and managing the sport of tennis throughout Australia. The “100 Years of Tennis” National Facility Census was designed to fill an existing gap in knowledge regarding tennis facilities in Australia. The two broad aims of this study were to:

- Develop a database of existing tennis facilities and their attributes.
- Provide a customised a geographical information system database that graphically maps tennis facilities throughout Australia.

This research was undertaken by the Centre for Leisure Management Research at Deakin University, led by Chief Investigator Dr Pamm Kellett, with research assistance from Fiona McCarroll. A questionnaire was developed by the research team in consultation with Tennis Australia in order to survey members about their facilities. Questionnaire distribution used a three-phased strategy from August-December, 2006, resulting in a response rate of 51% with 1548 useable responses which are reported in this study.

This report provides a detailed analysis of the collective data obtained from the facilities throughout Australia. The report provides a snapshot of the characteristics and attributes across eleven areas of facility management. The report also outlines recommendations for Tennis Australia, and practical application of the customised geographical information system database “MapInfo TA Tools” for each of the eleven areas of facility management. The results of this study can be used for strategic development in tennis facility management.

### **Facility Ownership**

The results of this study indicate that the majority of tennis clubs around Australia neither own the land upon which they are located, or their facilities. It is clear from the results that:

- Most clubs do not have a current lease arrangement.
- Of those that do have a lease arrangement, the term of lease is less than 5 years for their facilities.

Clearly, this places many tennis facilities in a rather tenuous position with regard to their long-term future at their particular location. Respondents to the survey indicated that the fragile nature of their tenure was perceived as a threat to the sustainability of tennis in their locality.

### **Facility Maintenance and Management**

The results indicate that the majority of facilities around Australia are maintained and managed by a group of dedicated volunteers. Volunteers play an important role in tennis—in terms of providing services such as maintenance of facilities as well as in executive management (through their role on committees and boards). The results indicate that many tennis facilities owe their continued existence to volunteer members. Respondents to the survey noted that a threat to their sustainability was in the decline of volunteers willing to undertake core roles in the management and maintenance of tennis facilities. The development and trialling of management models that are less dependent on volunteers has been recommended.

### **Facility Redevelopments**

Results indicate that the majority of facilities around Australia have undertaken some facility redevelopment projects within the past 5 years, which is a positive outcome for the sport.

- Those clubs with more than \$5,000 in cash reserves were more likely (than those with less than \$5,000 in cash reserves) to have undertaken a facility redevelopment within the last 5 years.
- Facility redevelopments are most often funded by members of facilities, despite most facilities and land being owned by local governments within Australia.

Respondents in the study recognise that facilities are at the core of their business, and are appreciative of the Tennis Australia facility grants that have been allocated. Some respondents also noted the advantages in creating alliances with other facilities (non-tennis) in their area in order to have access to better facilities and more effective and efficient use of space (in terms of multi-sport complexes).

## **Cash Reserves**

A number of tennis facilities in Australia are in financially secure positions.

- Commercially managed centres are more likely to have small amounts of money in current cash reserves, however report that they set aside at least \$10,000 per year for cash reserves.
- Volunteer managed clubs are more likely to have large amounts of cash reserves (\$10,000-20,000), yet set aside small amounts each year in cash reserves.

Volunteer cash reserve trends reflect a more conservative style of fiscal management, and suggest that from the perspective of development, volunteer managed facilities may place tennis at a disadvantage by accumulating cash reserves, rather than spending on development.

The majority of respondents in the study reported that they had specific plans for cash reserves.

- The most frequently reported purpose for of cash reserves (95%) is for facility (either tennis court or clubhouse and amenities) development.
- Other plans for cash reserves (accounting for approximately 1% each) included equipment purchase, day-to-day club operations, targeted programs, and emergency requirements.

Although respondents indicated that there were plans for cash reserves to be spent on infrastructure development, given that some clubs have large amounts of cash, it seems that their intention to spend may not be actualised.

## **Type of Courts**

There is a wide variety of court surface types around Australia.

- The majority of courts in Australia are reported to be hardcourt.
- The majority of courts, regardless of surface, are reported to be in good or better condition.
- Those courts with \$5,000 or more in cash reserves are more likely to rate their court surface condition between Unplayable and Average.

Results further support the notion that clubs may be accumulating cash reserves rather than spending on infrastructure such as (in this case) court surface redevelopments. Tennis Australia may need to refine infrastructure development grant programs.

## **Participation**

Results indicate that tennis facilities around Australia already offer a variety of participation programs to club members and casual court-hire participants. Results also indicate that club representatives believe that more can be done to increase participation—both by governing bodies, and by the clubs themselves, to attract a variety of different segments of consumers. Club representatives report that they are enthusiastic about reaching under-serviced consumer groups and providing innovative programming for them. However, results indicate that despite recognising that more can be achieved to increase participation

- clubs representatives do not report participation as a planned purpose for the use of any cash reserves

As indicated by the results of the study, club representatives have identified that declining numbers of volunteers is a threat to the sport’s sustainability. Participation in tennis is dependent upon volunteers to deliver services that provide the opportunities for involvement.

## **Court Usage**

The results indicate that tennis court usage within Australia is highly variable.

- 80% of clubs report that their courts are at full capacity during Saturday afternoons, and
- 84% of clubs report that their courts are under-utilised on Mondays.

Club representatives in this study have noted an overall decline in participation in tennis, which effects court utilisation. Club representatives have identified a range of programs and target groups that might be considered to maximise court utilisation, but do not commit any funds, at least from cash reserves to do so. The results also indicate that tennis courts around Australia are used frequently to capacity at night. Results indicate that club representatives believe that installing lighting would provide an opportunity for many facilities to increase court utilisation.

## **Clubhouse, Amenities and Accessibility**

Results indicate that the state of clubhouses around Australia is variable. Nationally, clubhouses are reported to be in average condition and clubhouses are ageing.

- Facilities with fewer than 5 courts are more likely to have a clubhouse rated as Poor

- Facilities with 12 or more courts are more likely to have a clubhouse rated as new or in excellent condition.

Consistent with previous findings, it is possible that some clubs are not spending cash reserves on facility development even though they have indicated that they are planning to. Although, as noted previously, club representatives report that they would like to increase participation and targeted programs that they offer, there are very few facilities with clubhouses and amenities that would be able to cope with different groups (such as disability groups).

### **The Future of Your Facility**

Results indicate that, in general:

- Club representatives are positive about the immediate future (1 year) of their facility, but not positive about the long-term future (more than 6 years)

It is difficult to determine why club representatives are not positive about the future of tennis, however, results indicate that a number of trends are possible. The fact that respondents who completed the questionnaires are mainly volunteers may account for this perspective. Volunteers may not be planning to be in managerial roles for long periods of time at the facility, so are unlikely to predict positively about the future.

It must be noted that at the time that these results were collected, Tennis Australia was going through a period of re-branding and launching new advertising campaigns. It is unclear if these promotions may have had an impact on perceptions since the time of data collection. Further results indicate that:

- Clubs with less money in cash reserves and fewer courts are less positive about the future
- Clubs with more money in cash reserves and more courts are more positive about the future

This creates a quandary for Tennis Australia. Results from this research suggest that the majority of clubs in Australia are small. It is the small clubs at which participants play tennis, and therefore upon which sport development depends. Grant programs for facility development must take into account this sensitivity.

## **Open Ended Questions--Opportunities and Threats**

Results from the Open Ended text response questions were unanticipated. Response rate for these questions was 95%--indicating that club representatives have much to say about the opportunities and threats for the sport of tennis. Further, it is clear from the results of this study that club representatives want to have their opinions expressed to Tennis Australia. The results indicate that club representatives have converging views on perceived resource strengths and weaknesses, and external opportunities and threats for the sport of tennis. These are outlined below:

### **Strengths:**

- Facilities

### **Weaknesses**

- Volunteer decline
- Consumer Price sensitivity

### **Opportunities**

- Increase membership through specific consumer groups and targeted programs
- Build facility alliances

### **Threats**

- Participation decline
- Competition from other providers
- Increasing costs of maintenance
- Uncertainty of tenure on land

### **Other Comments**

The final question invited club representatives to provide any other comments to Tennis Australia. This question gleaned a response rate of over 80%. Again, club representatives were eager to share their views on tennis.

Club representatives indicated that they perceived more needs to be done by governing bodies to assist them at the grass roots level of tennis in Australia. Club representatives perceived that more could be done in the following 4 areas by Member Associations and Tennis Australia:

- Provide greater service (in general)
- Provide assistance for facility development
- Provide assistance with management and volunteers
- Provide further support for small and/or rural clubs
- Provide further support for increasing participation thorough programs and promotions

Tennis Australia already provide services in many of the areas listed by club representatives, therefore Tennis Australia may need to evaluate and revise internal marketing and communications with members at the club level.



## **MapInfo TA Tools**

In conjunction with the following report, the second outcome of this study is the development and installation of the customised geographical mapping system database.

All tennis court data as detailed in the report has been installed in the mapping system format, and the software has been tailored specifically for Tennis Australia. It is called MapInfo TA Tools. The Research Assistant who has worked on the research (Fiona McCarroll) is trained in MapInfo TA Tools.

MapInfo TA Tools will allow Tennis Australia to work interactively with the database. The database can be updated as required by Tennis Australia. It will also allow Tennis Australia to work dynamically with any of the data contained in the database.

The use of MapInfo TA Tools will provide Tennis Australia with the opportunity to:

- Identify and geographically map urban spaces upon which facilities are located in order to ensure strategic development of stakeholder alliances and relationships that can ensure tenure of tennis facility leases and land agreements.
- Graphically present trends in commercial centre development, as well as trends within local government boundaries in terms of facility management and maintenance.
- Examine and understanding facility clusters in regions throughout Australia on any of the facility infrastructure attributes of strategic importance
- Overlay facility location with Australian population data (age, gender, population density etc.).

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### **3.0 Introduction**

Tennis Australia is at the forefront of sport management in Australia. Tennis Australia has recognised the central role that facilities play in the delivery of the sport, and the need for sound facility management and strategic planning in continuing successful sport development.

Tennis Australia has identified that a gap in knowledge existed regarding tennis facilities in Australia. Tennis Australia did not have an accurate national database of their member clubs. Further, Tennis Australia recognised that they had little information regarding the condition of the facilities through which member clubs offer their product (the sport of tennis). Through this study, Tennis Australia have sought to fill this gap in knowledge by developing a greater understanding of the facilities, and facility developments in Australia that are at the core of their business.

This study, The “100 Years of Tennis” National Facility Census was undertaken by the Centre for Leisure Management Research at Deakin University, led by Chief Investigator Dr Pamm Kellett. Research Assistant on the project was Fiona McCarroll.

The aims of this study were to:

1. Develop a database of existing tennis facility attributes, including (but not limited to) attributes such as court surface, number of courts, lights, maintenance, etc.;
2. Set up and customise a geographical information system database specifically for the use of Tennis Australia in developing a facilities-based approach to strategic planning;



Key outcomes of this research are:

1. A comprehensive and cohesive national database of tennis facilities, facility management, and facility attributes
2. A comprehensive interactive map of tennis facilities across Australia (MapInfo TA Tools) that allows:
  - Geographic mapping of Australian socioeconomic data overlaid with Tennis Facility Locations;
  - Interactive map that includes tennis facility attributes, and has the ability to be thematically displayed with reference to any attribute required

This report details the collective data obtained from the facilities to provide an accurate understanding of the characteristics and attributes of tennis facilities across Australia. It also provides details of how the MapInfo TA Tools software can be used for strategic development in facility management.

Data contained in this report will assist Tennis Australia to liaise with key stakeholders (government and non-government) to develop strategic planning initiatives to address the future demand for tennis facility development and management in Australia.

### **3.1 Structure of the Report**

This report is divided into seven main sections. An executive summary is provided, as well as a table of contents, and lists of tables and figures. Section 3.0 provides an introduction to the research study and the report.

Section 4.0 of the report outlines the methodology and data collection techniques used for this study.

Section 5.0 provides the results of the study in sections that correspond with topics covered in the Questionnaire. These topics include:

- 5.1 Facility Ownership
- 5.2 Facility Maintenance and Management
- 5.3 Facility Redevelopments
- 5.4 Cash Reserves
- 5.5 Court Surface Type
- 5.6 Participation
- 5.7 Court Usage
- 5.8 Clubhouse, Amenities and Accessibility
- 5.9 The Future
- 5.10 Open Responses—Opportunities and Threats
- 5.11 Open Responses—Other Comments

Each questionnaire topic of the report (5.1-5.11) is divided into key result areas including:

- a. Statistical Results
  - i. Statistical tables and bar charts for national and state-by-state statistics are presented
- b. Further analysis
  - i. Qualitative data obtained from open ended responses (Questions 30-32) have been included verbatim at the beginning of each section of further analysis. Qualitative data obtained from questionnaire responses was powerful in adding further depth to the statistical analysis.
  - ii. Where appropriate more advanced statistical analysis has been conducted and is reported.
- c. Conclusion
- d. Recommendations
- e. MapInfo TA Tools Application
  - i. Use of MapInfo TA Tools for ongoing analysis and further application is provided.

It must be noted that this report is part of a larger data set that has been generated by this research project. This report should be used in conjunction with the powerful MapInfo software and associated facility characteristics and attributes database.

Section 6.0 provides overall Conclusions.

## **4.0 Methodology**

### **Questionnaire Development**

The questionnaire used for this study was developed in close consultation with Tennis Australia. The questionnaire incorporated 32 questions relating to tennis facilities (See Appendix 1). The questionnaire addressed issues within the following broad topic areas:

- Facility Ownership and Management
- Facility Development/Refurbishment
- Court Surface Type
- Participation and Court Usage
- Clubhouse Facilities and Amenities
- Facility Future

Two versions of the questionnaire were produced--one for distribution via email (which provided a personalised link to the online questionnaire) and the other for distribution via post.

### **Participants--Questionnaire Distribution Database**

Tennis Australia's existing Member Affiliate Database (MAD) was used to form the questionnaire distribution list. This database required 3 months of development and cleaning before it was useable for questionnaire distribution.

### **Procedure--Questionnaire Distribution**

Initial questionnaire distribution included:

- 968 via email (200 returned with unusable addresses)
- 4341 via post (1300 returned with unusable addresses)

A three-staged questionnaire distribution strategy was used for data collection.

- Round One Aug 28-30, 2006
- Round Two (letter from Deakin) Oct 2-3, 2006
- Round Three (letter from state MA) Nov 6-7, 2006
- Questionnaire Closed Dec 23, 2006

During Round 3 of distribution, State Member Associations were also enlisted to assist in boosting return rates within states. This was a very successful strategy, leading to an increase in return rate data. Response rate data is presented in the next section.

## 5.0 Results

A breakdown of response rates per state is included in Table 1 below:

**Table 1: Responses by State**

<b>TOTAL</b>	<b>Not Returned</b>	<b>Total</b>	<b>Returned</b>	<b>Percent</b>
<b>ACT</b>	23	35	12	34.3
<b>NSW</b>	789	1108	318	28.7
<b>NT</b>	11	13	2	15.4
<b>QLD</b>	296	389	93	23.9
<b>SA</b>	228	317	89	28.1
<b>TAS</b>	55	92	37	40.2
<b>VIC</b>	812	1526	580	38.0
<b>WA</b>	557	861	303	35.2
<b>SUBTOTAL</b>	<b>2771</b>	<b>*4341</b>	<b>1712</b>	<b>39.4</b>
<b>Total useable responses</b>		<b>3041</b>		<b>51.0</b>

\*1300 of these were unusable addresses.

A total of 1548 useable responses (a response rate of 51%) are included in this report, as represented in the following table.

**Table 2: Respondent Breakdown**

<b>State</b>	<b>Number of Respondents</b>	<b>Percentage of Respondent Population (%)</b>
Victoria	620	40.1
New South Wales	379	24.5
Queensland	125	8.1
South Australia	68	4.4
Western Australia	157	10.1
Northern Territory	3	.2
Australian Capital Territory	17	1.1
Tasmania	60	3.9
Undefined	119	7.7
<b>Total</b>	<b>1548</b>	<b>100</b>

### 5.0.1 Notes on the respondent database

#### **NORTHERN TERRITORY**

Only three facilities from the Northern Territory responded to the questionnaire. Two of these facilities are commercially managed facilities, hence not typical of clubs across the remainder of the Australian States. Therefore, when viewing any statistics from the Northern Territory, it must be kept in mind that response rate was low, and facilities were not typical of those throughout the remainder of Australia.

The fact that there was a low response rate from the Northern Territory is perhaps a result in itself from this research. Low response rate might indicate a lack of interest in this state, and perhaps more work needs to be done in terms of liaising and building relationships with clubs through Member Associations.

### **UNDEFINED**

In this report, there are 119 clubs that have been listed as “Undefined”. This category represents data that is incomplete for a range of reasons. These include:

- Club representatives did not complete the entire questionnaire
- Club representatives did not identify themselves or their clubs so that they are listed in this report. Therefore for this dataset, it was not clear which state they were from.

The “Undefined” category was included however, as since this report was generated, all of these clubs have been contacted and their details have been updated in the “live” MapInfo TA Tools software, at least in terms of their location and contact details.

The “Undefined” results do not change any of the national or state statistical averages that are reported in this study.

## **5.1 Questionnaire Section One: Facility Ownership**

There were four questions in the questionnaire that specifically asked respondents to provide details about ownership of their facility including the land on which it is located; ownership of the facility itself, and details of any lease agreements.

Results for Facility Ownership are reported in five key result areas:

- 5.1.1 Statistical results-Facility Ownership
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.1.2 Further Analysis-Facility Ownership
  - Qualitative insights and further statistical analysis
- 5.1.3 Conclusions-Facility Ownership
- 5.1.4 Recommendations-Facility Ownership
- 5.1.5 MapInfo TA Tools Application-Facility Ownership



**5.1.1 Statistical Results – Facility Ownership**

*Q. 1: Who owns the land on which your facility is located?*

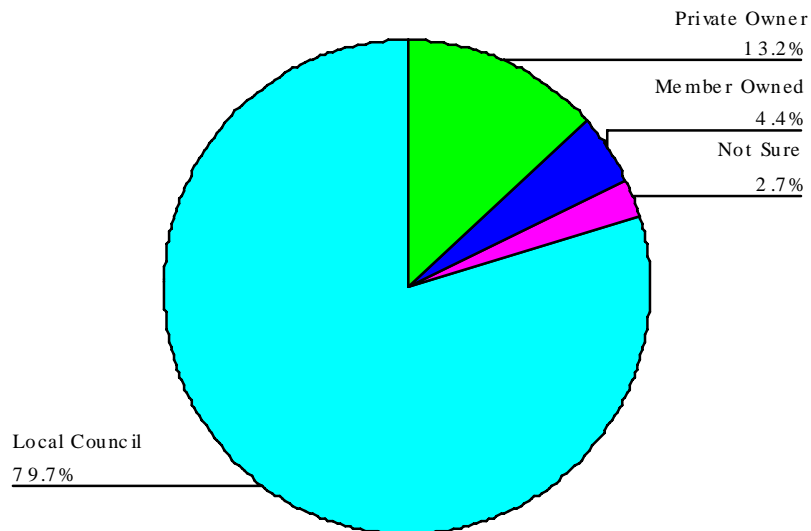
The majority of clubs (79.7%) indicated the land for their facility is owned by their Local Councils. Private ownership of land accounted for 13.2% of responses. The aggregated results for Australia are represented statistically in Table 3 below, and graphically in Figure 1 below.

The following page (Table 4) outlines facility ownership data for each state. As reflected in the national totals, in each state, the majority of land on which facilities are located is owned by Local Councils. More than a quarter (26.4%) of QLD clubs are located on privately owned land.

**Table 3: National Statistical Table - Land Ownership**

	<b>Frequency</b>	<b>Percent</b>
Private Owner	199	13.2
Member Owned	66	4.4
Not Sure	40	2.7
Local Council	1197	79.7
<b>Total</b>	<b>1502</b>	<b>100</b>

**Figure 1: National Pie Chart - Land Ownership**



**Table 4: State Statistical Table - Land Ownership**

State		Private Owner	Member Owned	Not Sure	Local Council	Total
Victoria	Frequency	66	21	19	496	602
	Percent	11.0	3.5	3.2	82.4	100
New South Wales	Frequency	53	24	6	289	372
	Percent	14.2	6.5	1.6	77.7	100
Queensland	Frequency	32	10	7	72	121
	Percent	26.4	8.3	5.8	59.5	100
South Australia	Frequency	1	2	1	64	68
	Percent	1.5	2.9	1.5	94.1	100
Western Australia	Frequency	7	3	4	137	151
	Percent	4.6	2.0	2.6	90.7	100
Northern Territory	Frequency	1			2	3
	Percent	33.3			66.7	100
Australian Capital Territory	Frequency	1			14	15
	Percent	6.7			93.3	100
Tasmania	Frequency	15	1	1	41	58
	Percent	25.9	1.7	1.7	70.7	100
Undefined	Frequency	23	5	2	82	112
	Percent	20.5	4.5	1.8	73.2	100
<b>Total</b>	<b>Frequency</b>	<b>199</b>	<b>66</b>	<b>40</b>	<b>1197</b>	<b>1502</b>
	<b>Percent</b>	<b>13.2</b>	<b>4.4</b>	<b>2.7</b>	<b>79.7</b>	<b>100</b>

*Q. 2: Is the owner of the land the same as the owner of the facility?*

Results from Table 5 show that over two-thirds (67.4%) of facilities, the same owner of the land is the owner of their facility (in this case Local Council for the majority of facilities)

As reflected in the national totals, Table 6 below clearly shows that the majority of facilities report that owner of the land on which their facility resided also owns the facility.

**Table 5: National Statistical Table - Facility Ownership**

	Frequency	Percent
Yes	1000	67.4
No	484	32.6
<b>Total</b>	<b>1484</b>	<b>100</b>

**Table 6: State Statistical Table - Facility Ownership**

State	Yes		No		Total
	Count		Count		
Victoria	407	68.3	189	31.7	<b>596</b>
New South Wales	251	68.2	117	31.8	<b>368</b>
Queensland	67	57.8	49	42.2	<b>116</b>
South Australia	40	59.7	27	40.3	<b>67</b>
Western Australia	109	74.1	38	25.9	<b>147</b>
Northern Territory	2	66.7	1	33.3	<b>3</b>
Australian Capital Territory	9	64.3	5	35.7	<b>14</b>
Tasmania	41	68.3	19	31.7	<b>60</b>
Undefined	74	65.5	39	34.5	<b>113</b>
<b>Total</b>	<b>1000</b>	<b>67.4</b>	<b>484</b>	<b>32.6</b>	<b>1484</b>

*Q. 3: Is there an existing lease for the facility?*

As can be seen from Table 7 below, the majority of clubs in Australia (59.2%) do not have existing leases.

The results from Table 8 show that within the states, there are some deviations from the national averages. Data analysis shows that 93.3% of clubs within the Australian Capital Territory and 62.7% of clubs in South Australia have existing leases, going against the national average.

**Table 7: National Statistical Table - Facility Lease**

	Frequency	Percent
Yes	611	40.8
No	886	59.2
<b>Total</b>	<b>1497</b>	<b>100</b>

**Table 8: State Statistical Table - Facility Lease**

<b>State</b>	<b>Yes</b>		<b>No</b>		<b>Total</b>
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	
Victoria	221	36.7	381	63.3	<b>602</b>
New South Wales	149	40.3	221	59.7	<b>370</b>
Queensland	55	46.2	64	53.8	<b>119</b>
South Australia	42	62.7	25	37.3	<b>67</b>
Western Australia	62	41.9	86	58.1	<b>148</b>
Northern Territory	1	33.3	2	66.7	<b>3</b>
Australian Capital Territory	14	93.3	1	6.7	<b>15</b>
Tasmania	21	35.6	38	64.4	<b>59</b>
Undefined	46	40.4	68	59.6	<b>114</b>
<b>Total</b>	<b>611</b>	<b>40.8</b>	<b>886</b>	<b>59.2</b>	<b>1497</b>

*Q. 4: How long is the current lease period?*

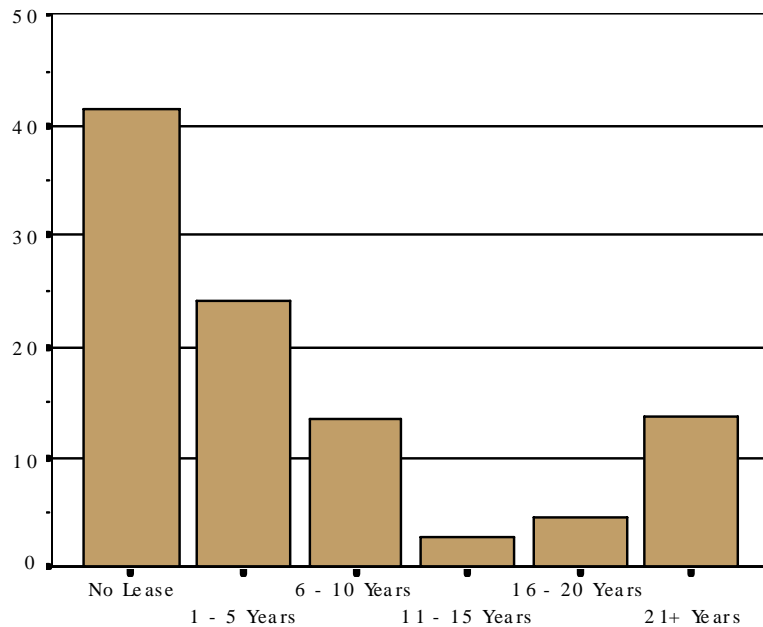
From Table 9 and graphically presented in Figure 2, it can be seen that the majority of clubs in Australia reported that they had ‘No Lease’. Of those clubs that do have leases, ‘1 – 5 Years’ was the most common length of lease in Australia.

From Table 10, it can be seen that most states report leases that are consistent with national totals. One exception is from the Australian Capital Territory. Table 10 shows that almost half (46.7%) of clubs have leases, with the most common lease period being 21+ years.

**Table 9: National Statistical Table - Lease Period**

	<b>Frequency</b>	<b>Percent</b>
No Lease	414	41.5
1 - 5 Years	241	24.2
6 - 10 Years	133	13.3
11 - 15 Years	28	2.8
16 - 20 Years	45	4.5
21+ Years	136	13.6
<b>Total</b>	<b>997</b>	<b>100</b>

**Figure 2: National Bar Chart - Lease Period**



**Table 10: State Statistical Table - Lease Period**

<b>State</b>		<b>No Lease</b>	<b>1 - 5 Years</b>	<b>6 - 10 Years</b>	<b>11 - 15 Years</b>	<b>16 - 20 Years</b>	<b>21+ Years</b>	<b>Total</b>
Victoria	Frequency	158	98	56	8	4	37	361
	Percent	43.8	27.1	15.5	2.2	1.1	10.2	100
New South Wales	Frequency	113	58	32	2	27	31	263
	Percent	43.0	22.1	12.2	0.8	10.3	11.8	100
Queensland	Frequency	39	14	16	10	2	12	93
	Percent	41.9	15.1	17.2	10.8	2.2	12.9	100
South Australia	Frequency	11	20	8	1	2	8	50
	Percent	22.0	40.0	16.0	2.0	4.0	16.0	100
Western Australia	Frequency	50	17	11	1	6	20	105
	Percent	47.6	16.2	10.5	1.0	5.7	19.0	100
Northern Territory	Frequency	2	1					3
	Percent	66.7	33.3					100
Australian Capital Territory	Frequency	1	1	3	1	2	7	15
	Percent	6.7	6.7	20.0	6.7	13.3	46.7	100
Tasmania	Frequency	16	9	5	2		5	37
	Percent	43.2	24.3	13.5	5.4		13.5	100
Undefined	Frequency	24	23	2	3	2	16	70
	Percent	34.3	32.9	2.9	4.3	2.9	22.9	100
<b>Total</b>	<b>Frequency</b>	<b>414</b>	<b>241</b>	<b>133</b>	<b>28</b>	<b>45</b>	<b>136</b>	<b>997</b>
	<b>Percent</b>	<b>41.5</b>	<b>24.2</b>	<b>13.3</b>	<b>2.8</b>	<b>4.5</b>	<b>13.6</b>	<b>100</b>

### **5.1.2 Further Analysis – Facility Ownership**

#### ***Qualitative Insights***

*"The property is for sale. It will probably be used for residential development".*

*"[A threat is that the] property [will be] sold as land. The value is \$1.2 million."*

*"TA needs to find a way to secure longer leases for operators in Sydney"*

Qualitative data collected in Q. 31 (Table 134) revealed that many club representatives are mindful of the issue of land ownership, and they understand this as a threat to the facilities' sustainability. A small number of club representatives reported that building alliances and joining with existing sport clubs (either tennis or non-tennis) provided them with an opportunity to secure their future long-term, and a more efficient model of managing and developing the sport of tennis in their community. As noted in qualitative data from Q. 30, these clubs were more likely to adopt a commercial management model, and as a result may be better placed to develop the sport. The link between commercial management and sport development is further discussed in Section Four: Cash Reserves.

The majority of club representatives who responded to this questionnaire appealed for assistance from governing bodies to overcome the threat of the tenuous nature of property tenancy. As noted from the *Qualitative Insights* above, club representatives are aware that the value of the land upon which their facilities are located can sometimes be greater for residential and commercial development, and they would like assistance to secure more viable long-term arrangements for facilities.

### **5.1.3 Conclusion—Facility Ownership**

Recreation and leisure facility planning in Australia has been the responsibility of local governments. As a result, local governments own much of the land and facilities for most tennis facilities. The notion that land is being developed for residential and commercial property is a significant issue that is perhaps broader than just the sport of tennis. Club representatives have highlighted the trend in Australian society that land is becoming more highly valued for residential and commercial development because of its consequent economic return, rather than being valued for recreational and leisure pursuit of community members.

#### **5.1.4 Recommendations – Facility Ownership**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Develop programs to assist clubs and centres around Australia to liaise with local governments and/or land owners to develop sound lease agreements
- Refine and revise blueprints for strategic alliances and partnerships with existing sport facilities—either tennis or non-tennis related
- Form lobby groups and alliances with other sport organisations to ensure that urban planning incorporates community space and land allotments for recreation and sport.
- Build alliances with Parks and Recreation Departments at state and national level to ensure that the sport of tennis is represented in any planning for community recreation and leisure space
- Proactively convince Local councils regarding the value of land for leisure

#### **5.1.5 MapInfo TATools Application – Facility Ownership**

MapInfo will allow Tennis Australia to:

- Locate and identify existing sport, recreation, parks and leisure facilities located around any tennis facility on the database for the development of strategic alliances or partnerships
- Locate and identify urban space around any tennis facility on the database for planning purposes
- Identify local government boundaries as they relate to any tennis facility on the database



## **5.2 Questionnaire Section Two: Facility Maintenance and Management**

There were three questions in the questionnaire that specifically asked respondents to provide details about maintenance and management of their facility including maintenance on clubhouse, courts, internal and external lawns and gardens, as well as details of committee and administrative responsibilities within the facility.

Results for Facility Ownership are reported in four key result areas:

- 5.2.1 Statistical results-Facility Maintenance and Management
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.2.2 Further Analysis- Facility Maintenance and Management
  - Qualitative insights and further statistical analysis
- 5.2.3 Conclusions- Facility Maintenance and Management
- 5.2.4 Recommendations- Facility Maintenance and Management
- 5.2.5 MapInfo TA Tools Application-Facility Maintenance and Management

**5.2.1 Statistical Results—Facility Maintenance and Management**

*Q. 5: Who actually maintains your facilities? That is, who does the work to maintain the following:*

National data from Table 11 and Figure 3 shows that nearly two-thirds (65.1%) of tennis clubhouses are maintained by ‘volunteer members’.

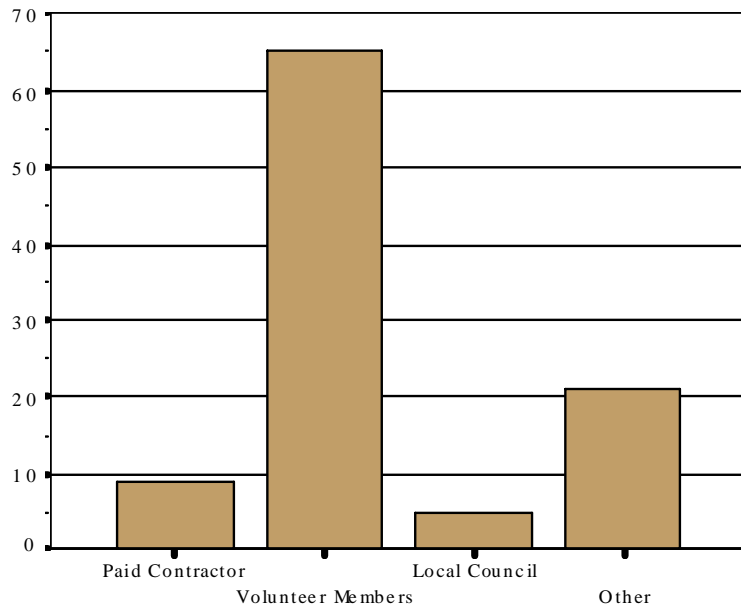
Table 12 shows breakdown of clubhouse maintenance by state. Statistics were consistent with national trends. The majority of clubhouses are maintained by volunteers.

*Who maintains your Clubhouse?*

**Table 11: National Statistical Table - Maintenance of Clubhouse**

	<b>Frequency</b>	<b>Percent</b>
Paid Contractor	127	8.9
Volunteer Members	924	65.1
Local Council	71	5.0
Other	298	21.0
<b>Total</b>	<b>1420</b>	<b>100</b>

**Figure 3: National Bar Chart - Maintenance of clubhouse**



**Table 12: State Statistical Table - Maintenance of Clubhouse**

<b>Who Maintains: Clubhouse</b>	<b>Paid Contractor</b>		<b>Volunteer Members</b>		<b>Local Council</b>		<b>Other</b>		<b>Total</b>
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	
Victoria	49	8.3	388	65.8	39	6.6	114	19.3	<b>590</b>
New South Wales	39	11.1	211	60.1	10	2.8	91	25.9	<b>351</b>
Queensland	13	12.7	61	59.8	-	-	28	27.5	<b>102</b>
South Australia	1	1.6	52	81.3	2	3.1	9	14.1	<b>64</b>
Western Australia	4	2.9	101	72.1	13	9.3	22	15.7	<b>140</b>
Northern Territory	1	33.3	-		1	33.3	1	33.3	<b>3</b>
Australian Capital Territory	4	33.3	6	50.0	1	8.3	1	8.3	<b>12</b>
Tasmania	6	13.0	31	67.4			9	19.6	<b>46</b>
Undefined	10	8.9	74	66.1	5	4.5	23	20.5	<b>112</b>
<b>Total</b>	<b>127</b>	<b>8.9</b>	<b>924</b>	<b>65.1</b>	<b>71</b>	<b>5.0</b>	<b>298</b>	<b>21.0</b>	<b>1420</b>

*Q. 5a Who maintains your Courts?*

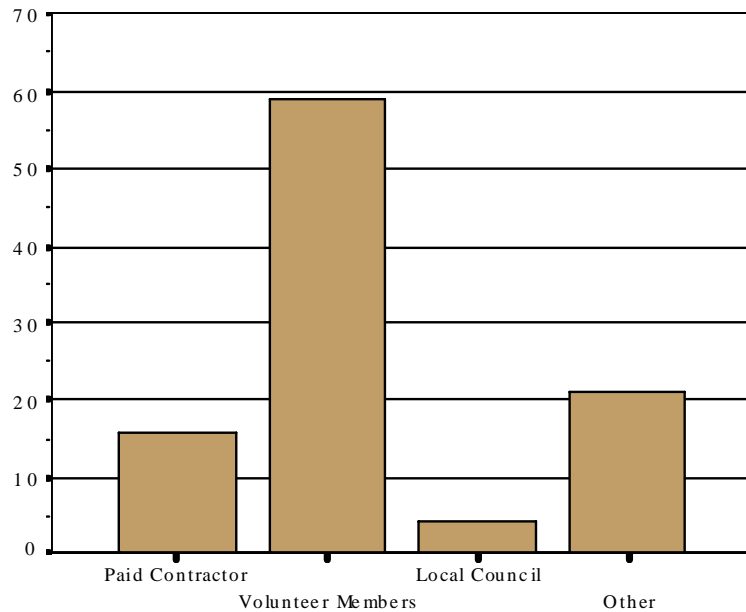
Table 13 and Figure 4 below shows that 'Volunteer Members' (59.1%) were the primary carers for court maintenance.

From the data contained in Table 14 below, it is clear that volunteers play a significant role in clubhouse maintenance around the country. Paid contractors feature more heavily in Victoria and South Australia with almost 20% of clubs in those two states indicating that they use paid contractors to maintain courts..

**Table 13: National Statistical Table - Court Maintenance**

	<b>Frequency</b>	<b>Percent</b>
Paid Contractor	231	15.8
Volunteer Members	863	59.1
Local Council	62	4.2
Other	304	20.8
<b>Total</b>	<b>1460</b>	<b>100</b>

**Figure 4: National Bar Chart - Court maintenance**



**Table 14: State Statistical Table - Court Maintenance**

<b>Who Maintains: Courts</b>	<b>Paid Contractor</b>		<b>Volunteer Members</b>		<b>Local Council</b>		<b>Other</b>		<b>Total</b>
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	
Victoria	113	18.9	355	59.3	20	3.3	111	18.5	<b>599</b>
New South Wales	52	14.5	210	58.7	10	2.8	86	24.0	<b>358</b>
Queensland	14	13.2	63	59.4			29	27.4	<b>106</b>
South Australia	12	18.2	39	59.1	8	12.1	7	10.6	<b>66</b>
Western Australia	16	11.0	90	61.6	16	11.0	24	16.4	<b>146</b>
Northern Territory	1	33.3			1	33.3	1	33.3	<b>3</b>
Australian Capital Territory	1	7.7	9	69.2			3	23.1	<b>13</b>
Tasmania	7	12.3	29	50.9	3	5.3	18	31.6	<b>57</b>
Undefined	15	13.4	68	60.7	4	3.6	25	22.3	<b>112</b>
<b>Total</b>	<b>231</b>	<b>15.8</b>	<b>863</b>	<b>59.1</b>	<b>62</b>	<b>4.2</b>	<b>304</b>	<b>20.8</b>	<b>1460</b>

*Q. 5b Who Maintains your Internal Lawns and Gardens?*

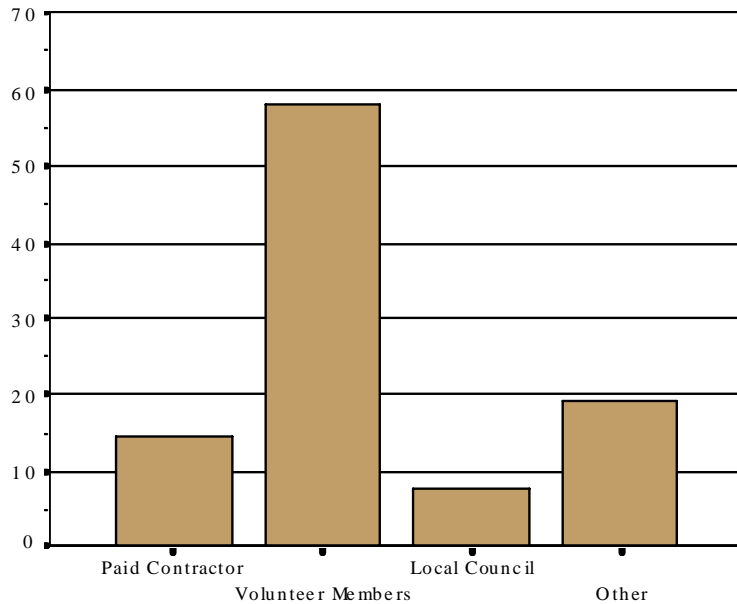
Data from Table 15 and Figure 5 shows that the percentage of 'Volunteer Members' responsible for the maintenance of Internal Lawns and Gardens was not as high as the previous two questions, but remained the most common answer. Fifty-eight percent (58.3%) of clubs nationally use volunteer members to maintain internal lawns and gardens

Data from Table 16 shows that paid contractors feature more heavily in NSW and TAS with almost 18% of clubs in those two states indicating that they use paid contractors to maintain internal lawns and gardens.

**Table 15: National Statistical Table - Internal Lawn and Garden Maintenance**

	<b>Frequency</b>	<b>Percent</b>
Paid Contractor	202	14.7
Volunteer Members	800	58.3
Local Council	107	7.8
Other	264	19.2
<b>Total</b>	<b>1373</b>	<b>100</b>

**Figure 5: National Bar Chart - Internal lawn and garden maintenance**



**Table 16: State Statistical Table - Internal Lawn and Garden Maintenance**

Who Maintains: Internal Lawn and Gardens	Paid Contractor		Volunteer Members		Local Council		Other		Total
	Count	%	Count	%	Count	%	Count	%	
Victoria	83	14.8	364	64.9	36	6.4	78	13.9	<b>561</b>
New South Wales	59	17.5	172	50.9	23	6.8	84	24.9	<b>338</b>
Queensland	17	16.5	50	48.5	4	3.9	32	31.1	<b>103</b>
South Australia	4	6.5	36	58.1	11	17.7	11	17.7	<b>62</b>
Western Australia	14	10.3	84	61.8	17	12.5	21	15.4	<b>136</b>
Northern Territory	1	33.3			1	33.3	1	33.3	<b>3</b>
Australian Capital Territory	2	15.4	10	76.9			1	7.7	<b>13</b>
Tasmania	9	17.6	25	49.0	4	7.8	13	25.5	<b>51</b>
Undefined	13	12.3	59	55.7	11	10.4	23	21.7	<b>106</b>
<b>Total</b>	<b>202</b>	<b>14.7</b>	<b>800</b>	<b>58.3</b>	<b>107</b>	<b>7.8</b>	<b>264</b>	<b>19.2</b>	<b>1373</b>

*Q. 5c Who Maintains your Car Park and Exterior Lawns and Gardens?*

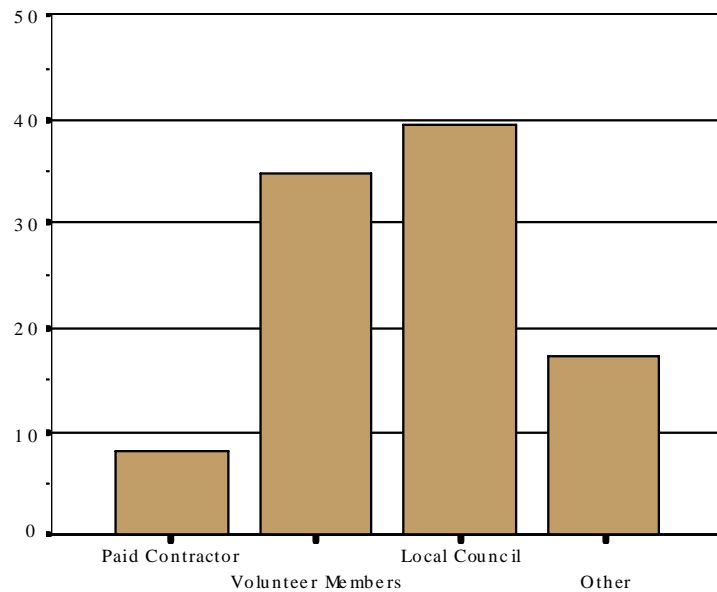
National data in Table 17 and Figure 6 shows that 'Local Council' is responsible for the maintenance of Car Park and Exterior Lawns and Gardens for 39.5% of clubs. 'Volunteer Members' followed closely, responsible for maintenance at 34.9% of clubs.

State by state analysis (as shown in Table 18) closely reflects the national data.

**Table 17: National Statistical Table - Car Park and External Maintenance**

	Frequency	Percent
Paid Contractor	117	8.3
Volunteer Members	490	34.9
Local Council	556	39.5
Other	243	17.3
<b>Total</b>	<b>1406</b>	<b>100</b>

**Figure 6: National Bar Chart - Carpark and external maintenance**





**Table 18: State Statistical Table - Car Park and External Maintenance**

<b>Who Maintains: Carpark, External Lawn and Gardens</b>	<b>Paid Contractor</b>		<b>Volunteer Members</b>		<b>Local Council</b>		<b>Other</b>		<b>Total</b>
	<b>Count</b>	<b>%</b>	<b>Count</b>		<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	
Victoria	40	7.0	221	38.4	241	41.9	73	12.7	<b>575</b>
New South Wales	35	10.0	98	28.0	142	40.6	75	21.4	<b>350</b>
Queensland	16	15.2	31	29.5	24	22.9	34	32.4	<b>105</b>
South Australia	2	3.2	27	43.5	26	41.9	7	11.3	<b>62</b>
Western Australia	5	3.6	49	35.0	69	49.3	17	12.1	<b>140</b>
Northern Territory	1	33.3			1	33.3	1	33.3	<b>3</b>
Australian Capital Territory	3	23.1	5	38.5	4	30.8	1	7.7	<b>13</b>
Tasmania	8	15.7	19	37.3	12	23.5	12	23.5	<b>51</b>
Undefined	7	6.5	40	37.4	37	34.6	23	21.5	<b>107</b>
<b>Total</b>	<b>117</b>	<b>8.3</b>	<b>490</b>	<b>34.9</b>	<b>556</b>	<b>39.5</b>	<b>243</b>	<b>17.3</b>	<b>1406</b>

*Q. 6: Which statement best describes the committee structure of your facility?*

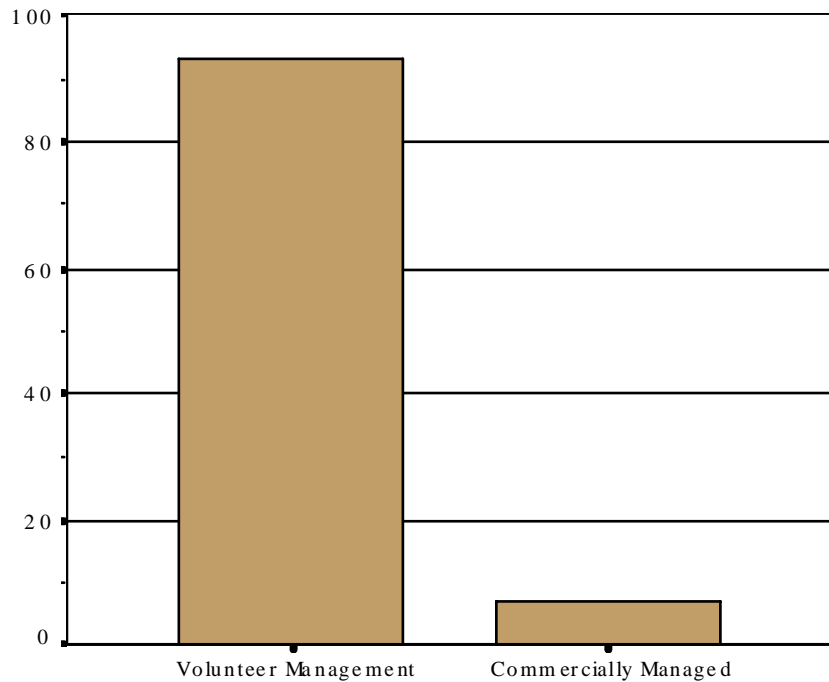
Data presented in Table 19 and Figure 7 indicates that the majority of tennis facilities in Australia (92.7%) are managed by 'Volunteer Management Committee'.

As can be seen from Table 20 below, NSW has the largest number of commercially managed facilities across Australia (with 38 in total), however QLD has 19 commercially managed facilities making up 15% of the facilities in that state. QLD has the highest percentage per capita of commercially managed clubs in Australia, followed closely by TAS with 8 facilities being commercially managed.

**Table 19: National Statistical Table - Committee Structure**

	<b>Frequency</b>	<b>Percent</b>
Volunteer Management Committee	1387	92.7
Commercially Managed	109	7.3
<b>Total</b>	<b>1496</b>	<b>100</b>

**Figure 7: National Bar Chart - Committee Structure**



**Table 20: State Statistical Table - Committee Structure**

Committee Structure	Volunteer Management Committee		Commercially Managed		Total
	Count	%	Count	%	
Victoria	588	96.9	19	3.1	<b>607</b>
New South Wales	327	89.6	38	10.4	<b>365</b>
Queensland	103	84.4	19	15.6	<b>122</b>
South Australia	67	98.5	1	1.5	<b>68</b>
Western Australia	143	96.6	5	3.4	<b>148</b>
Northern Territory	1	33.3	2	66.7	<b>3</b>
Australian Capital Territory	13	92.9	1	7.1	<b>14</b>
Tasmania	45	84.9	8	15.1	<b>53</b>
Undefined	100	86.2	16	13.8	<b>116</b>
<b>Total</b>	<b>1387</b>	<b>92.7</b>	<b>109</b>	<b>7.3</b>	<b>1496</b>

*Q. 7: Who is responsible for the day-to-day administration of your tennis facility?*

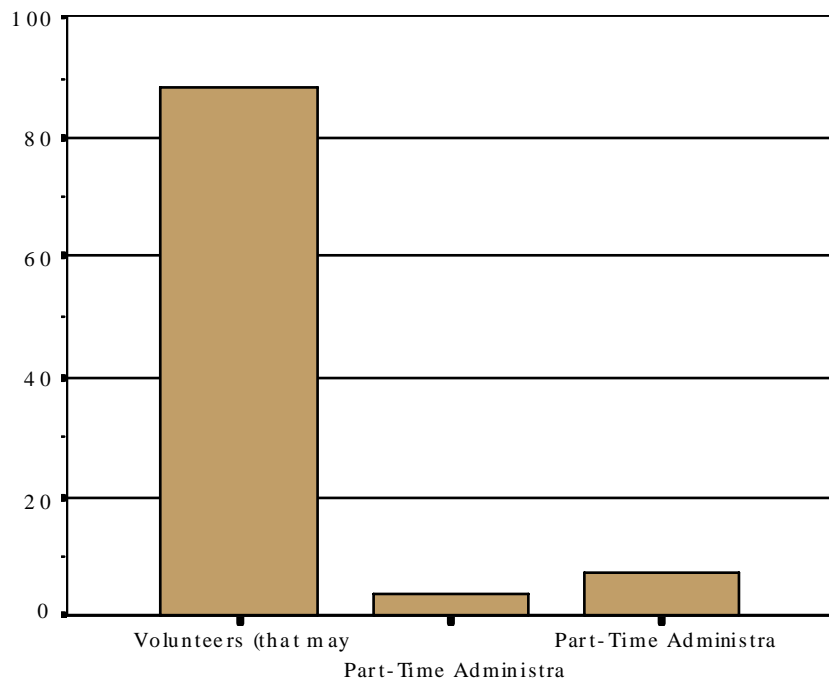
From Table 21 and Figure 8 below, it can be seen that as would be expected with over 90% of clubs being managed by a volunteer member committee, 88.6% of facilities indicated that volunteers are also responsible for the day-to-day administration. Nationally, where paid administrators were present, it was more common for them to be in a full-time capacity (7.5%) than part-time (3.9%).

As can be seen from Table 22 below, state averages clearly reflect national averages. Most states report that volunteers are responsible for the day to day administration of tennis clubs.

**Table 21: National Statistical Chart - Facility Administration**

	<b>Frequency</b>	<b>Percent</b>
Volunteers (may be part of the committee)	1323	88.6
Part-Time Administrative Committee	59	3.9
Full-Time Administrative Committee	112	7.5
<b>Total</b>	<b>1494</b>	<b>100.0</b>

**Figure 8: National Bar Chart - Facility Administration**



**Table 22: State Statistical Table - Facility Administration**

Who is Responsible for Day-to-Day Administration	Volunteers (may be part of the committee)		Part-Time Administrative Committee		Part-Time Administrative Committee		Total
	Count	%	Count	%	Count	%	
Victoria	572	94.9	11	1.8	20	3.3	<b>603</b>
New South Wales	304	82.4	24	6.5	41	11.1	<b>369</b>
Queensland	91	75.8	9	7.5	20	16.7	<b>120</b>
South Australia	67	98.5			1	1.5	<b>68</b>
Western Australia	138	92.6	6	4.0	5	3.4	<b>149</b>
Northern Territory	1	33.3	1	33.3	1	33.3	<b>3</b>
Australian Capital Territory	12	85.7			2	14.3	<b>14</b>
Tasmania	43	79.6	1	1.9	10	18.5	<b>54</b>
Undefined	95	83.3	7	6.1	12	10.5	<b>114</b>
<b>Total</b>	<b>1323</b>	<b>88.6</b>	<b>59</b>	<b>3.9</b>	<b>112</b>	<b>7.5</b>	<b>1494</b>

## **5.2.2 Further Analysis – Facility Maintenance and Management**

### ***Qualitative Insights***

*"[A threat is] if I die! No one takes interest in maintaining this facility which we have had for the past 34 years."*

*"Over 60 people participated in constructing the clubhouse so all members are very proud of it."*

*"Qualified, educated, career minded professionals should be the ones managing tennis facilities not buttering up to idiots on club committees who hold the formers livelihood in their hands. TV, TA need to take a stronger position on this and have the courage to push it."*

*"Tennis needs to come into a new era of Professional Management as the Players become professional in 1969 but Administration of Clubs is still not made it."*

Qualitative data collected in Questions 30--32 (Table 135) revealed that many club representatives are concerned with the decline in numbers of people available and willing to volunteer within tennis facilities, but also with volunteer skills and abilities in terms of managerial roles. Club representatives understand volunteer decline (and sometimes lack of skills) as a threat to the facility's continued successful existence. Club representatives illustrated the need for assistance from governing bodies to overcome this threat. As noted from the *Qualitative Insights* above, club representatives recognise the importance of the volunteer basis of club maintenance and management, and are aware of the need to manage facilities and the sport of tennis more fiscally and strategically.

## **5.2.3 Conclusions—Facility Maintenance and Management**

Club representatives have tapped into an issue that is relevant to sport in the Australian setting. Volunteer numbers across many sports are declining. Shilbury, Deane & Kellett (2007) note that it is of significant concern for sport managers in Australia that one-third of all sport volunteers fulfil two or more volunteer support roles in an organisation. Further, Shilbury, Deane and Kellett (2007) reveal that two-thirds of the volunteer workforce in Australian sport may not have appropriate training and skills to effectively carry out their roles and responsibilities. It seems that tennis is not immune as these significant sport sector managerial issues as they are reflected in the statements presented above in the *Qualitative Insights*.

Results of the current study implicate that a small number of people contribute many hours to the administration and delivery of tennis in Australia, and they may not have the ability or time to do so effectively. This has two important consequences for Tennis Australia in considering volunteer management

1. Volunteer recruitment, and
2. Volunteer skill development.

Tennis Australia are one of many sports in Australia that are currently faced with problems of volunteer recruitment. While it is perfunctory to suggest that Tennis Australia devise volunteer recruitment programs, it is perhaps impractical and repetitive. Tennis Australia might consider more progressive models of alternatives to volunteer club administration and management.

While Tennis Australia offer substantial resources for volunteer education and skill development, it is recommended that they build and/or trial a range of models of management that are less dependent on volunteers. Such models might include formal partnerships with Universities to “employ” Sport Management practicum/internship placement students in administrative roles; budget allocations for core business activities of clubs to be completed by a paid employee; building alliances across sports for greater efficiencies. Touch Football Australia have trialled models of management that create efficiencies from national to local levels, and in particular with competition management and delivery. Tennis Australia might want to consider some of the examples from this sport.

By trialling a range of alternative benchmark management models that are less dependent on volunteers, Tennis Australia may place itself as a market leader in innovative sport administration in Australia.

#### **5.2.4 Recommendations – Facility Maintenance and Management**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Consider management models that are less dependent on volunteers
- Build and trial a range of alternative management models using selected clubs for research, development, and analysis
- Further develop volunteer education programming to include current business principles that address issues pertinent to the professional management of tennis in the 21<sup>st</sup> Century.
- Implement volunteer education programming that addresses issues of “good governance”.

### **5.2.5 MapInfo TA Tools Application—Facility Maintenance and Management**

MapInfo will allow Tennis Australia to:

- Locate, identify, and geographically map tennis facilities that are volunteer managed or commercially managed.
- Identify local government boundaries and therefore maintenance responsibilities as they relate to any tennis facility on the database
- Identify trends in facility management within local government boundaries



### **5.3 Questionnaire Section Three: Facility Redevelopments**

Details about redevelopments of facilities address areas such as the nature of any redevelopments that have taken place, the timing of them, and funding sources.

Results for Facility Redevelopments are reported in five key result areas:

- 5.3.1 Statistical results-Facility Redevelopments
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.3.2 Further Analysis- Facility Redevelopments
  - Qualitative insights and further statistical analysis
- 5.3.3 Conclusions- Facility Redevelopments
- 5.3.4 Recommendations- Facility Redevelopments
- 5.3.5 MapInfo TA Tools Application- Facility Redevelopments

**5.3.1 Statistical Results—Facility Redevelopments**

*Q. 8: Has your tennis facility undertaken a redevelopment project in the past five years?*

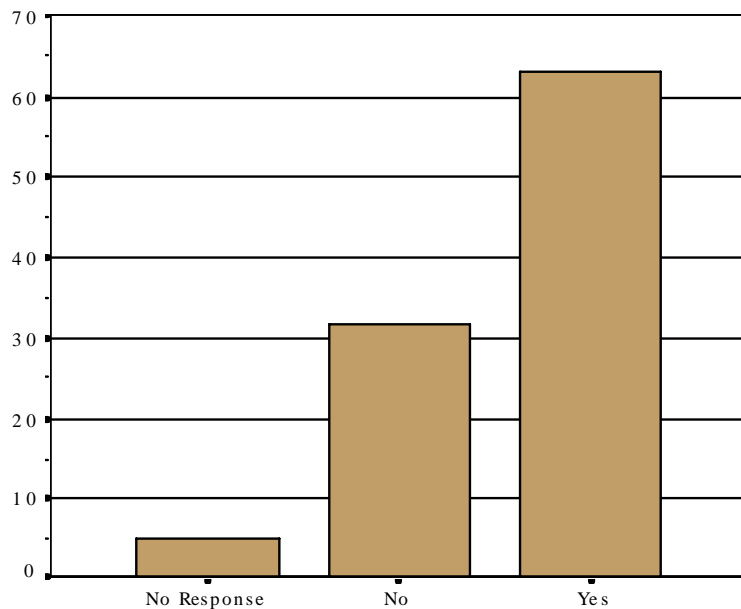
Data from Table 23 and Figure 9 below indicates that the majority of clubs (63.2%) indicated that they had undertaken a redevelopment project at their club within the past five years.

As can be seen from Table 24 below, state data clearly reflect national totals. The majority of clubs in each state have undertaken some form of redevelopment project in the last five years. Queensland and South Australia have the highest percentage of clubs that have undertaken redevelopment with 71.2% and 70.6% respectively.

**Table 23: National Statistical Table - Facility Redevelopment**

	<b>Frequency</b>	<b>Percent</b>
No Response	79	5.1
No	490	31.7
Yes	979	63.2
<b>Total</b>	<b>1548</b>	<b>100</b>

**Figure 9: National Bar Chart - Facility Redevelopment**



**Table 24: State Statistical Table - Facility Redevelopment**

<b>Has Your Tennis Facility Undertaken a Redevelopment Project within the Past Five Years?</b>	<b>No Response</b>		<b>No</b>		<b>Yes</b>		<b>Total</b>
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	
Victoria	38	6.1	204	32.9	378	61.0	<b>620</b>
New South Wales	16	4.2	113	29.8	250	66.0	<b>379</b>
Queensland	5	4.0	31	24.8	89	71.2	<b>125</b>
South Australia	2	2.9	18	26.5	48	70.6	<b>68</b>
Western Australia	9	5.7	50	31.8	98	62.4	<b>157</b>
Northern Territory	-	-	1	33.3	2	66.7	<b>3</b>
Australian Capital Territory	3	17.6	3	17.6	11	64.7	<b>17</b>
Tasmania	2	3.3	23	38.3	35	58.3	<b>60</b>
Undefined	4	3.4	47	39.5	68	57.1	<b>119</b>
<b>Total</b>	<b>79</b>	<b>5.1</b>	<b>490</b>	<b>31.7</b>	<b>979</b>	<b>63.2</b>	<b>1548</b>

*Q. 9: What was the purpose of the most significant redevelopment undertaken in the last five years?*

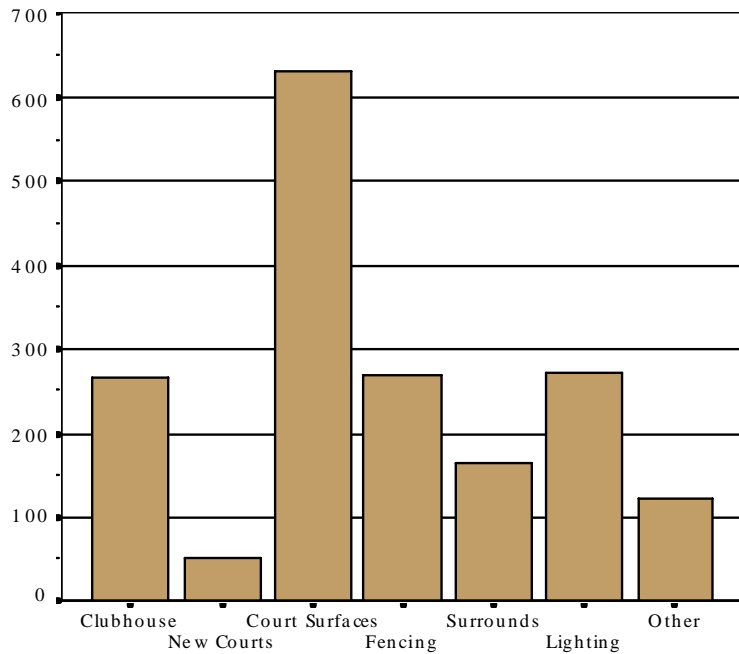
Table 25 and Figure 10 shows that of those clubs in Australia who indicated that a redevelopment had taken place (979 clubs), the most commonly undertaken project was ‘Court Surfaces’ (632 clubs). Only 49 respondents indicated the development of ‘New Courts’ over the 5 year period.

As can be seen from Table 26 below, as reflected in the national totals, the most frequently undertaken redevelopment project is to re-develop court surfaces—which represents approximately one third of all redevelopment projects undertaken in both NSW and VIC.

**Table 25: National Statistical Table - Redevelopment Purpose**

<b>Project</b>	<b>Frequency</b>
Clubhouse	266
New Courts	49
Court Surfaces	632
Fencing	268
Surrounds	164
Lighting	270
Other	123
<b>Total</b>	<b>1772</b>

**Figure 10: National Bar Chart - Redevelopment Purpose**



**Table 26: State Statistical Table - Redevelopment Purpose**

<b>Project Undertaken</b>	<b>Clubhouse</b>	<b>New Courts</b>	<b>Court Surfaces</b>	<b>Fencing</b>	<b>Surrounds</b>	<b>Lightning</b>	<b>Other</b>	<b>Total</b>
Victoria	114	10	229	77	54	107	45	<b>636</b>
New South Wales	62	16	171	94	53	59	34	<b>489</b>
Queensland	25	10	60	35	24	35	16	<b>205</b>
South Australia	17		31	10	7	13	6	<b>84</b>
Western Australia	18	9	72	23	11	23	7	<b>163</b>
Northern Territory	1	-	-	-	1	-	1	<b>3</b>
Australian Capital Territory	2	-	10	2	2	2	2	<b>20</b>
Tasmania	5	4	19	5	1	11	4	<b>49</b>
Undefined	22		40	22	11	20	8	<b>123</b>
<b>Total</b>	<b>266</b>	<b>49</b>	<b>632</b>	<b>268</b>	<b>164</b>	<b>270</b>	<b>123</b>	<b>1772</b>

*Q. 10: Who provided funding for the most significant redevelopment and what percentage of funding was received from each source?*

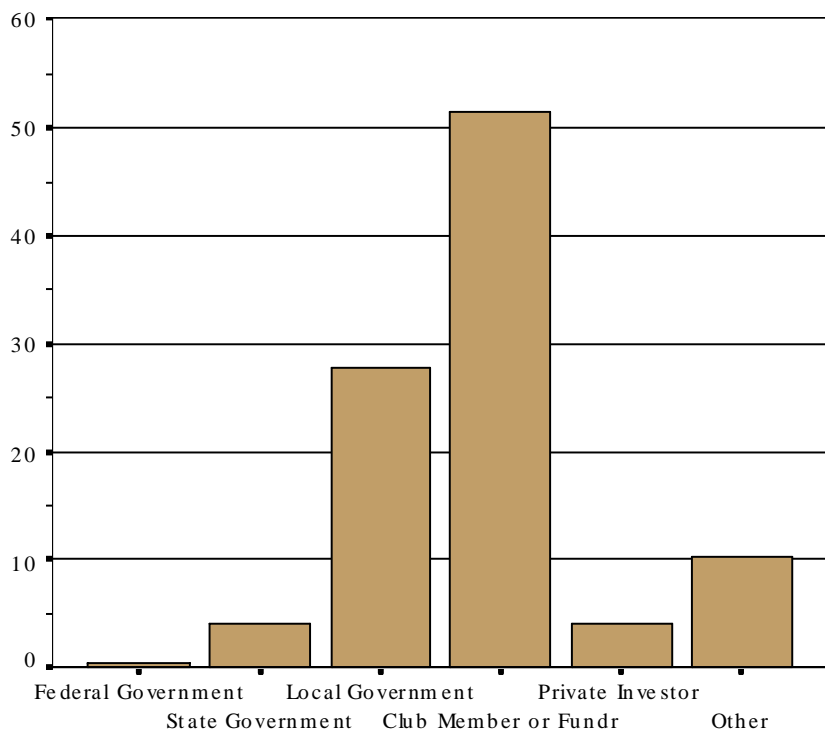
As can be seen from Table 27 and Figure 11 below, over half (51.5%) of redevelopment projects in facilities across Australia are funded via ‘Club Member or Fundraising’. Local Government is the next most significant contributor at 27.87%.

As can be seen from Table 28 below, state data clearly reflects national averages. Victoria, Tasmania, and NSW show highest percentages of club member or fundraising involvement in funding projects with each reporting over 53% of funding. In the ACT, clubs report that local government has contributed the largest percentage of funding for redevelopment projects.

**Table 27: National Statistical Table - Mean for Redevelopment Funding Source**

	Mean %
Federal Government	0.47
State Government	4.14
Local Government	27.87
Club Member or Fundraising	51.5
Private Investor	4.13
Other	10.28

**Figure 11: National Bar Chart - Mean for Redevelopment Funding Source**



**Table 28: State Statistical Table - Mean for Redevelopment Funding Source**

<b>State</b>		<b>Federal Government</b>	<b>State Government</b>	<b>Local Government</b>	<b>Club Member or Fundraising</b>	<b>Private Investor</b>	<b>Other</b>
Victoria	Mean %	0.28	2.47	31.52	55.68	0.59	7.67
	N	362	362	362	362	362	362
New South Wales	Mean %	0.65	3.44	19.22	54.41	6.73	14.79
	N	230	230	230	230	230	230
Queensland	Mean %	0.37	12.18	26.8	37.87	8.89	12.12
	N	90	90	90	90	90	90
South Australia	Mean %	1.67	1.92	31	50.35	2.19	12.02
	N	48	48	48	48	48	48
Western Australia	Mean %	0	6.32	32.32	46.61	2.13	10.04
	N	94	94	94	94	94	94
Northern Territory	Mean %	0	0	50	0	50	0
	N	2	2	2	2	2	2
Australian Capital Territory	Mean %	4.55	0	43.64	33.64	9.09	4.55
	N	11	11	11	11	11	11
Tasmania	Mean %	0.83	8.83	22.22	53.45	0.83	12
	N	30	30	30	30	30	30
Undefined	Mean %	0	1.77	30.21	48.18	11.94	5.65
	N	62	62	62	62	62	62
<b>Total</b>	<b>Mean %</b>	<b>0.47</b>	<b>4.14</b>	<b>27.87</b>	<b>51.5</b>	<b>4.13</b>	<b>10.28</b>
	<b>N</b>	<b>929</b>	<b>929</b>	<b>929</b>	<b>929</b>	<b>929</b>	<b>929</b>

### **5.3.2 Further Analysis – Facility Redevelopments**

#### ***Qualitative Insights***

*"Facility upgrade is the most important."*

*"Thank you to Tennis NSW for their assistance in our resurfacing project/loan and to Tennis Aust for providing our loan and making it all possible for us".*

*"More needs to be done on a Tennis Australia/Tennis Victoria basis to support clubs to get council/government funding for satisfactory facilities."*

Qualitative data collected in Questions 30-32 (Table 33, 128) revealed that many club representatives understand their facility to be at the core of the delivery of tennis, and a strength for income generation. Further, this is consistent with qualitative data from Q.13 where the majority of respondents reported that cash reserves had been spent, or were planned to be spent on facility developments. As can be seen from *Qualitative Insights* above, facility redevelopment is a significant issue.

However, as noted from the results from question 10 above, facility redevelopments are largely at the cost of members and funding for capital works projects within tennis facilities is a significant issue. Club members are raising monies required for facility development which clearly illustrates that there is a gap in funding provisions for the sport of tennis. Despite owning 79% of the land that tennis facilities are located on, and owning many of the facilities themselves, local government contribute less than 28% of funding for facility development.

A one-way ANOVA was conducted to understand the relationship between facility redevelopments and cash reserves. It was found (significance <0.01) that:

- Those clubs that *currently have* less than \$5000 in cash reserves were less likely to have undertaken a facility redevelopment in the last 5 years.
- Those clubs that *set aside* more than \$5000 per year are more likely to have undertaken a facility redevelopment in the last 5 years.

### **5.3.3 Conclusions—Facility Redevelopments**

Clubs that have greater amounts of disposable income are more likely to invest money into developing their facility. Those clubs who are in a less financially favourable position are less likely to invest in developing their facility. This represents a "Catch 22" situation for many clubs. Those in a poor financial condition are not likely to redevelop their facilities, therefore preventing them from potential income streams through their facilities. On the other hand, those with more income are more likely to further invest in facility development, hence providing opportunities to further leverage income generation..



### **5.3.4 Recommendations – Facility Redevelopments**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Continue to develop and revise the Tennis Facility Blueprint
- Foster cross communications between Tennis Australia, Member Associations, local clubs and their local government areas to devise strategic facility development planning that is consistent with the Tennis Facility Blueprint
- Devising facility development grants that are consistent with and support the strategic directions of the Tennis Facility Blueprint
- Building alliances with other sports (tennis and non-tennis) to enhance redevelopment opportunities
- Explore the development of direct community grants to tennis clubs for facility redevelopment

### **5.3.5 MapInfo TATools Application—Facility Redevelopments**

MapInfo will allow Tennis Australia to:

- Locate and identify existing sport, recreation, parks and leisure facilities located around any tennis facility on the database for the development of strategic alliances or partnerships for facility development
- Map and graphically represent facility redevelopment in target locations from regional to national level of analysis
- Map and graphically represent facility redevelopments based on population data in order to match facility development with target programs and services

## **5.4 Questionnaire Section Four: Cash Reserves**

Results for Cash Reserves are reported in five key result areas:

- 5.4.1 Statistical results-Cash Reserves
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.4.2 Qualitative Results for Open Ended Responses—Cash Reserves
- 5.4.3 Further Analysis- Cash Reserves
  - Qualitative insights and further statistical analysis
- 5.4.4 Conclusions- Cash Reserves
- 5.4.5 Recommendations- Cash Reserves
- 5.4.6 MapInfo TA Tools Application- Cash Reserves

**5.4.1 Statistical Results—Cash Reserves**

*Q. 11: Approximately how much money is set aside each year in cash reserves at your facility?*

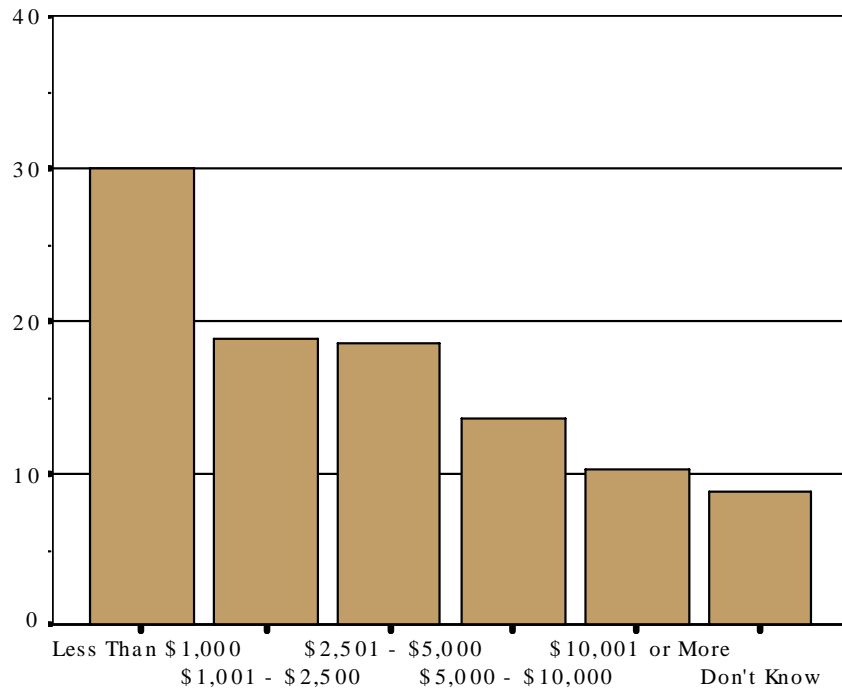
National data in Table 29 and Figure 12 indicates that almost one third (30.1%) of clubs set aside less than \$1,000 annually to cash reserves. As the amount of cash reserves increases beyond \$1,000 annually to over \$10,000 the percentage of clubs who set aside larger amounts of money decreases. However, approximately two-thirds of facilities have up to \$5000 in cash reserves.

As can be seen from Table 30 below, state details of cash reserves indicates a more healthy state of tennis in some states. For example, in NSW and QLD, there is a more balanced spread of facilities who report having cash reserves across the range of categories (less than \$1,000 to >\$10,000). Over 16% of clubs in these two states have cash reserves of \$10,000 or more. In the remaining states, less than 10% of facilities report cash reserves of \$10,000 or more.

**Table 29: National Statistical Table - Annual Cash Reserves**

	<b>Frequency</b>	<b>Percent</b>
Less Than \$1,000	434	30.1
\$1,001 - \$2,500	271	18.8
\$2,501 - \$5,000	268	18.6
\$5,000 - \$10,000	197	13.6
\$10,001 or More	148	10.2
Don't Know	126	8.7
<b>Total</b>	<b>1444</b>	<b>100</b>

**Figure 12: National Bar Chart - Annual Cash Reserves**



**Table 30: State Statistical Table - Annual Cash Reserves**

State		Less Than \$1,000	\$1,001 - \$2,500	\$2,501 - \$5,000	\$5,000 - \$10,000	\$10,001 or More	Don't Know	Total
Victoria	Frequency	195	119	113	78	45	29	579
	Percent	33.7	20.6	19.5	13.5	7.8	5.0	100
New South Wales	Frequency	86	51	72	45	59	40	353
	Percent	24.4	14.4	20.4	12.7	16.7	11.3	100
Queensland	Frequency	29	20	16	23	19	11	118
	Percent	24.6	16.9	13.6	19.5	16.1	9.3	100
South Australia	Frequency	16	25	13	7	4	1	66
	Percent	24.2	37.9	19.7	10.6	6.1	1.5	100
Western Australia	Frequency	43	29	20	22	12	18	144
	Percent	29.9	20.1	13.9	15.3	8.3	12.5	100
Northern Territory	Frequency	1		1			1	3
	Percent	33.3		33.3			33.30	100
Australian Capital Territory	Frequency	3	2	3	3	1	2	14
	Percent	21.4	14.3	21.4	21.4	7.1	14.3	100
Tasmania	Frequency	23	9	9	5	1	10	57
	Percent	40.4	15.8	15.8	8.8	2	17.5	100
Undefined	Frequency	38	16	21	14	7	14	110
	Percent	34.5	14.5	19.1	12.7	6.4	12.7	100
<b>Total</b>	<b>Frequency</b>	<b>434</b>	<b>271</b>	<b>268</b>	<b>197</b>	<b>148</b>	<b>126</b>	<b>1444</b>
	<b>Percent</b>	<b>30.1</b>	<b>18.8</b>	<b>18.6</b>	<b>13.6</b>	<b>10.2</b>	<b>8.7</b>	<b>100</b>

*Q. 12: Approximately how much is currently established within a cash reserve fund?*

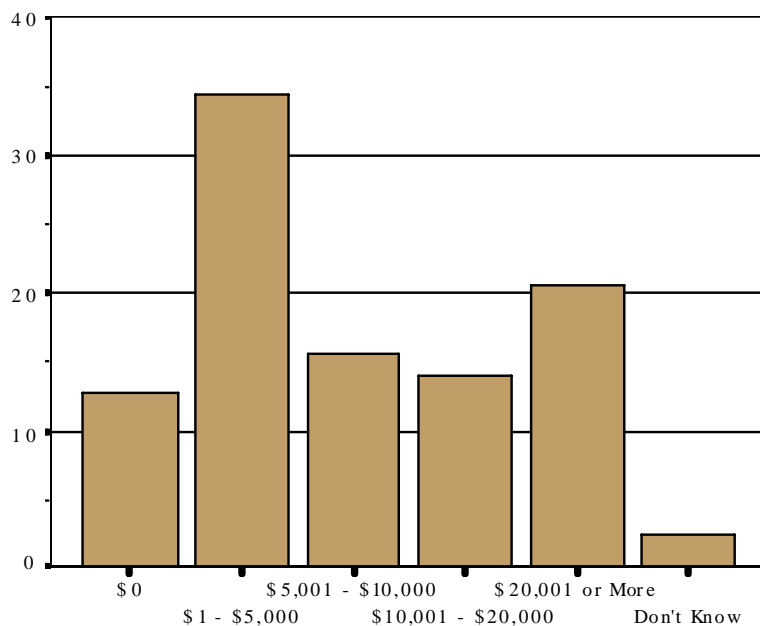
National statistics (from Table 31 and Figure 13 below) shows that for current cash reserve funds, 34.5% of facilities reported that they hold between \$1 - \$5,000 in cash reserves. Just over 20% of facilities currently have more than \$20,000 in reserves. Only 34 questionnaire respondents across the nation reporting that they didn't know the state of cash reserves for their facility.

As can be seen from Table 32 below New South Wales reports almost one-third of facilities currently hold \$20,000 or more in cash reserves while Queensland has one-quarter of facilities with \$20,000 or more in cash reserves. On the other hand, TAS reports almost one-third of facilities who currently hold \$0 in cash reserves. Victoria reported the lowest percentage of respondents who did not know the state of their facility's cash reserves (0.9%) while Australian Capital Territory had the highest with 7.1% of respondents reporting that they did not know the state of their facility's cash reserves.

**Table 31: National Statistical Table - Funds in Cash Reserve**

	<b>Frequency</b>	<b>Percent</b>
\$0	182	12.8
\$1 - \$5,000	491	34.5
\$5,001 - \$10,000	223	15.7
\$10,001 - \$20,000	199	14.0
\$20,001 or More	294	20.6
Don't Know	35	2.5
<b>Total</b>	<b>1424</b>	<b>100</b>

**Figure 13: National Bar Chart - Funds in Cash Reserves**



**Table 32: State Statistical Table - Funds in Cash Reserve**

<b>State</b>		<b>\$0</b>	<b>\$1 - \$5,000</b>	<b>\$5,001 - \$10,000</b>	<b>\$10,001 - \$20,000</b>	<b>\$20,001 or More</b>	<b>Don't Know</b>	<b>Total</b>
Victoria	Frequency	68	226	92	79	108	5	578
	Percent	11.8	39.1	15.9	13.7	18.7	0.9	100
New South Wales	Frequency	46	94	50	44	100	13	347
	Percent	13.3	27.1	14.4	12.7	28.8	3.7	100
Queensland	Frequency	12	35	16	15	30	7	115
	Percent	10.4	30.4	13.9	13.0	26.1	6.1	100
South Australia	Frequency	5	21	15	11	12	2	66
	Percent	7.6	31.8	22.7	16.7	18.2	3.0	100
Western Australia	Frequency	16	54	21	22	24	4	141
	Percent	11.3	38.3	14.9	15.6	17.0	2.8	100
Northern Territory	Frequency	1	1			1		3
	Percent	33.3	33.3			33		100
Australian Capital Territory	Frequency	2	4	2	4	1	1	14
	Percent	14.3	28.6	14.3	28.6	7.1	7.1	100
Tasmania	Frequency	16	19	9	6	2	2	54
	Percent	29.6	35.2	16.7	11.1	4	3.7	100
Undefined	Frequency	16	37	18	18	16	1	106
	Percent	15.1	34.9	17.0	17.0	15.1	0.9	100
<b>Total</b>	<b>Frequency</b>	<b>182</b>	<b>491</b>	<b>223</b>	<b>199</b>	<b>294</b>	<b>35</b>	<b>1424</b>
	<b>Percent</b>	<b>12.8</b>	<b>34.5</b>	<b>15.7</b>	<b>14.0</b>	<b>20.6</b>	<b>2.5</b>	<b>100</b>

## **5.4.2 Qualitative Results for Open Ended Responses—Cash Reserves**

*Q. 13: For what purpose(s) do you use your cash reserves?*

Response rate for this question was approximately 90% -- representing over 1350 responses. Clubs were forthcoming in providing information about their planned use of cash reserves. As can be seen from the previous question, approximately 88% of clubs hold at least \$1000 in cash reserves, and the results of this question suggest that most clubs have specific plans to use those funds, and for some, to build on those funds.

Results from this question present a clear indication that clubs are thinking strategically about the future of tennis. More specifically the responses to this question provide information about what clubs are investing their in for the future of tennis.

The majority of clubs (95%) are planning to invest their cash reserves in infrastructure development – either development of court infrastructure, or clubhouse/non-court infrastructure, or both. Most clubs are planning on spending cash on “big” ticket items such as capital works. The minority of clubs (<1%) are planning for cash reserves to be held in the case of emergencies—most have clear plans to spend any cash reserves.

As can be seen from data reported in response to Question 13 of the current questionnaire, most clubs report that the majority of funding for any re-development project comes from member fundraising efforts. Nationally, less than one-third of clubs report having access to government funding (local, state, or national) for redevelopment projects.

There were five main areas in which clubs invested their cash reserves. Each of the areas is listed below:

1. Infrastructure Development (95% of respondents)
2. Equipment purchase (1% of respondents)
3. Day-to-day operations of the club (2% of respondents)
4. Targeted programs or services to enhance player experience (<1% of respondents)
5. For emergency requirements (<1% of respondents)

Each of the five areas are discussed in more detail in the following section.

### **1. INFRASTRUCTURE DEVELOPMENT**

The majority of respondents (90%) planned to use their cash reserves for infrastructure development. Infrastructure development was either the maintenance or upgrade of facilities. This is probably not surprising given that the results from Question 14 and 20 suggest that the majority of tennis facilities (courts and clubhouses respectively) are ageing.

Two types of infrastructure development were identified:

I. Court Infrastructure

- a. Investment in infrastructure related to the playing surface and condition of related infrastructure such as fencing.

II. Non-court Infrastructure

- b. Investment in infrastructure related to the non-playing aspects of facilities such as clubhouse, grounds etc.

Of the 90% of respondents who planned to use their cash reserves for infrastructure development, the majority listed that the main purpose of their cash reserves is for court surface upgrades or re-builds. This is probably not surprising given the age of courts throughout the nation. Some respondents also indicated that they spent cash reserves on both court and non-court related infrastructure.

All surface types (Hardcourt, cushioned hardcourt, clay, etc) were represented in this sample. That is, facilities are investing in their courts regardless of their current surface type. Some facilities report that they are investing in changing their current surface type (although the minority), while others are investing in upgrading their current surface type.

A representative sample of quotes for those people who responded that cash reserves will be used for investments in infrastructure development are provided in Table 33.



**Table 33: Open-ended responses-Use of Cash Reserves: Infrastructure Development**

INFRASTRUCTURE DEVELOPMENT	
Court Infrastructure	Non-court infrastructure
To upgrade court surface when required.	Upgrade of Facilities. We like to improve some part of the facility each year. this year we would like to finish off the pergola area and refurbish the kitchen
Periodic resurfacing of en tou cas courts	Childproof fencing & gardens etc
Maintain court & surroundings	upgrading nets, surrounds, seating area
Court upgrade/replacement and/or funding for lighting	Maintenance- total facility
We are in the process of resurfacing an old bitumen court hope to put lights on when completed	Developing surrounds and maintaining facility.
Just maintaining our courts is all we can do.	Varied capital works and maintenance programs
To resurface 4 dirt courts with synthetic grass and lighting.	Upkeep of courts/clubroom eg. Spraying for white ants
Planning for a total rebuild of courts in accordance with reserve master plan	Never have money over as it is always used for maintenance, upgrades, and new requirements.
Further upgrade of remaining court surfaces, general maintenance ie lighting fences/infrastructure repairs	Toilet facilities. Refurbish kitchen over
Club surplus is between 8-12 K per year and mostly this is used on capital or R & M type projects - i.e. resurfacing courts or fences.	Improve water supply; improve clubhouse surrounds.
To be sure there are available funds for court resurfacing again in 10 years time.	To maintain assets e.g last year spent \$8000 on clubhouse surrounds.
For re-grassing tennis courts when needed	Build a bbq area, paint building
These dollars are being put aside to assist in resurfacing courts with synthetic surface.	Possible replacement of clubhouse
Court surface replacement	clubhouse maintenance
To replace grass court surrounds as directed by tennis SA and to upgrade court surfaces	proposed clubhouse expansion.
To resurface 4 dirt courts with synthetic grass and lighting.	Facility improvement
We used all cash reserves for court resurface in 2005. We are starting again to build cash reserves not for any specific purpose other than maintenance. We are a very small club.	Upgrading club facilities
Redo the entire court surface from scratch	General maintenance
At present we have no cash reserve fund because we have just completed resurfacing courts	Upgrading facilities for better conditions for members
Replacement of existing synthetic grass courts	I would love to plan a specific project like an outdoor sun safe area to replace the one we pulled down but it's not economical.
	New pro shop and disabled facilities
	New toilet block & shower amenity in conjunction with a netball club who share the facility

## 2. EQUIPMENT PURCHASE

A minority of clubs indicated that they would purchase equipment with cash reserves. Equipment included tennis-specific and non-tennis specific items. Quotes relating to equipment are included below in Table 34.

**Table 34: Open-ended responses - Use of Cash Reserves: Equipment Purchase**

Use of Cash reserves to purchase Equipment
Coaching-equipment. Court hire.
We buy tennis balls, crockery, cleaning materials, nets & squeegees for courts
Tennis balls
Replacement of mower
Machinery replacement
Ride on mower

### 3. DAY-TO-DAY OPERATIONS

A Minority of clubs (2%) indicated that they use cash reserves for general day-to-day operations and running of the facility. Insurance was part of the use of cash reserves. Quotes relating to day-to-day operations are included below in Table 35.

**Table 35: Open-ended responses - Use of Cash Reserves: Day-to-day Operations**

Use of Cash Reserves for Day-to-Day Operations
Insurance
Paying for VCTA public liability cover & player accident insurance for our members
Day to Day running of the Club.
Running the courts
Potential legal costs
Running costs.
Paying insurance, equipment, maintenance, caretaker fees and canteen supplies
We hire tennis courts from other clubs for Saturday use.
Payment of insurance, water etc general maintenance
Rates and day-to-day maintenance

### 4. TARGETED PROGRAMS

Less than 1% of clubs indicated that they invest cash reserves into developing programs targeted to specific groups, or to increase membership; or to enhance the playing experience for club members. Quotes relating to this aspect of using cash reserves is included below in Table 36.

**Table 36: Open-ended responses - Use of Cash Reserves: Targeted Programs**

Targeted programs
Year end party
Money is put back into the centre to make it parent friendly and a pleasant place to be.
Funds raised by parent support group are put directly back into tennis program
Tennis events - social & competitive
Increase membership by 10% with a focus on junior tennis.
Running Tennis program this year for squad.
Renovation of tournament box
Planning to extend our membership base

## 5. EMERGENCY REQUIREMENTS

A small number of clubs plan to accumulate cash reserves for emergency funding if required. Quotes from those respondents are included below:

**Table 37: Open-ended responses - Emergency Requirements**

Emergency funds
Saving for a rainy day, just to have some cash to be ready for something unforeseen
Emergency money
Planning to extend our membership base

### **5.4.3 Further Analysis—Cash Reserves**

*WHAT IS THE RELATIONSHIP BETWEEN CASH RESERVES AND FACILITY MAINTENANCE AND MANAGEMENT?*

#### ***Qualitative Insights***

*"Through fundraising, loans and Council Assistance we had 4 courts constructed and built our own clubhouse in 1996."*

A series of one-way ANOVAs were performed to understand the relationship between the amount of cash reserves currently established, and management and maintenance of tennis facilities. Analysis revealed (to 0.01 level of significance) an interesting trend in the fiscal management of tennis facilities:

Clubs that have commercial management committee structures and paid administrators for day to day operations are:

- More likely to set aside at least \$10,000 per year in cash reserves
- More likely to have less than \$1,000 *currently established* in a cash reserves fund.

On the other hand, clubs that have volunteer management committee structures and volunteer administrators are:

- More likely to set aside \$5,000 or less per year in cash reserves
- More likely to have \$10-20,000 *currently established* in a cash reserves fund.

The results from this analysis present an interesting finding. By collecting multiple sources of data (both qualitative and quantitative) to answer this question, much insight has been gained.

### **5.4.4 Conclusions—Cash Reserves**

Although there are a small number of commercially managed clubs throughout Australia (see Table 29), it is possible that these clubs are managing their funds more strategically than the clubs who are managed by volunteers. Commercially managed clubs report that they set aside substantial amounts of funding for cash reserves, but do not have any cash reserves currently. From the qualitative results presented in Q. 13 above, it is possible that these clubs have used their funds for specific purposes and have invested any reserve funds into further developing the sport and their "business".

As already noted in Tables 19-22 the majority of clubs in Australia are managed and maintained by volunteers. Further, from Tables 29-32, it can be seen that 14.9% of clubs (or 199 clubs) hold \$10-20,000 in cash reserves. This may indicate that the sport of tennis is financially sound, but perhaps club volunteers are choosing to save money rather than invest in future club development.

Together, these results indicate that it is possible that some volunteer-managed clubs within Australia are accumulating small amounts of cash reserves each year, and some have at least \$10,000 in cash reserves. Although qualitative data from Q.13 illustrates that most clubs have plans to use their cash reserves for outcomes that are positive for the sport of tennis, it is possible that some volunteer-managed clubs are not actually spending their money on proposed plans.

It is possible that a large number of clubs around the nation have healthy bank accounts. This is positive for Tennis Australia and the facilities, and feasible that volunteer managers and club members perceive great benefit in their club being financially secure. However, from the perspective of development, it is possible that responsible fiscal management would dictate that this money be better spent on further developing their facilities and therefore the sport.

#### **5.4.5 Recommendations – Cash Reserves**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Develop grant programs that are specifically tied to strategic outcomes
- Provide incentives for clubs to invest in sport and facility development in ways that are tied to Tennis Australia’s strategic outcomes
- Ensure volunteer education programs include information on fiscal management as it is tied to strategic outcomes

#### **5.4.6 MapInfo TATools Application—Cash Reserves**

MapInfo will allow Tennis Australia to:

- Locate and graphically map facilities around Australia from the database based on cash reserves
- Map and graphically represent the financial status of tennis facilities in defined regions of analysis from local to national levels

## 5.5 Questionnaire Section Five: Types of Courts

Due to the nature of the information required about tennis courts, and the varied court surfaces that exist within Australia, this was one of the more complex questions in the questionnaire. Consequently, there is much data that is rich in its depth and detail.

Those facilities with more than one type of court surface at their facility were asked to complete responses for each type of court surface that they have. However, due to the complexity of the data, respondents could answer only on the condition of the court surface that represented the *majority* of courts at their facility.

There were seven questions in the questionnaire that specifically asked respondents to provide details about courts at their facility including attributes such as lighting, fencing, surface condition, age of courts and surface re-builds or redevelopments.

Results for *Type of Courts* are reported in five key result areas:

- 5.5.1 Statistical results-Type of Courts
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.5.2 Further Analysis- Type of Courts
  - Qualitative insights and further statistical analysis
- 5.5.3 Conclusions- Type of Courts
- 5.5.4 Recommendations- Type of Courts
- 5.5.5 MapInfo TA Tools Application- Type of Courts

### **5.5.1 Statistical Results—Type of Courts**

*Q. 14: The state of your court(s):*

#### **5.5.1.1 Hardcourts**

From Table 38 below, it is clear that there are 786 facilities across Australia with hardcourts. Although there are 37% of courts without lighting, those facilities that do have lighting have a mean number of 2 courts per facility with lighting. The majority of facilities report that type of lighting is Floodlight (54%).

Results show that the majority of facilities reported the court surfaces are in ‘Good’ condition, although almost two thirds (62.4%) are ‘More than 15 years’ old. Just over 42% of the courts have had a ‘Partial rebuild or resurface’, most commonly in the past 5 years (29.6%).

Tables 39-46 below show state data for hardcourts. As can be seen from the data below, Victoria has the highest number of hardcourts (318) with a mean number of 4.07 hardcourts per facility. This data suggest that South Australia has a higher average number of hardcourts per facility with almost 6 per facility.

Consistent with national averages, the majority of hardcourts across the states are reportedly in average to good condition.

Victoria has the most number of hardcourts under lights, but Queensland has more courts per facility under lights (4.5) than does Victoria (1.46).

It is clear that all hardcourts are fenced across the nation, and the majority of fences in each state are reportedly in good or better (excellent or as new) condition.

Tasmania and the Australian Capital Territory have the majority of courts that have never been re-built. However, reflecting national statistics, the majority of courts in each state have had a partial re-build or resurface in the past 5 years.



**Table 38: National Statistical Table - Hardcourt Data**

<b>Number of Hardcourts</b>	<b>Frequency</b>	<b>Mean Number</b>
Hardcourts	786	4.2
<b>Surface Condition of Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Unplayable	23	2.9
Poor	76	9.7
Average	220	28.0
Good	255	32.4
Excellent	147	18.7
As New	65	8.3
<b>Total</b>	786	100.0
<b>Number of Hardcourts under Light</b>	<b>Frequency</b>	<b>Mean Number</b>
Hardcourts	783	2.20
<b>Lighting of Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Fluorescent	31	4.3
Envirolight	36	5.0
Floodlight	388	53.9
No Lighting	265	36.8
<b>Total</b>	720	100.0
<b>Fencing of Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
No Fence	4	.5
Poor	84	10.7
Average	167	21.2
Good	348	44.2
Excellent	150	19.0
As New	35	4.4
<b>Total</b>	788	100.0
<b>Age of Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Less than 1 Year	18	2.3
2 - 5 Years	69	8.8
6 - 10 Years	95	12.1
11 - 15 Years	113	14.4
More than 15 Years	489	62.4
<b>Total</b>	784	100.0
<b>Type of Rebuild of Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Courts have never been Rebuilt	220	28.9
Partial Rebuild or Resurface	320	42.1
Total Rebuild or Resurface	220	28.9
<b>Total</b>	760	100.0
<b>Last Surface Rebuild of Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Never	108	14.0
Less than 1 Year	81	10.5
1 - 5 Years	229	29.6
6 - 10 Years	202	26.1
11 - 15 Years	74	9.6
More than 15 Years	80	10.3
<b>Total</b>	774	100.0
<b>Do you have another surface to be reviewed?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	18	16.5
No	91	83.5
<b>Total</b>	109	100.0

**Table 39: State Statistical Table - Total of Hardcourts**

<b>Number Of Hardcourts</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	318	4.07
New South Wales	108	3.19
Queensland	80	5.13
South Australia	60	5.98
Western Australia	95	4.80
Northern Territory	3	4.00
Australian Capital Territory	4	4.25
Tasmania	42	2.45
Undefined	76	4.28
<b>Total</b>	<b>786</b>	<b>4.22</b>

**Table 40: State Statistical Table - Hardcourt Surface Condition**

<b>Surface Condition of Hardcourts</b>		<b>Unplayable</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	6	33	94	111	47	25	316
	Percent	1.9	10.4	29.7	35.1	14.9	7.9	100
New South Wales	Frequency	3	6	33	33	23	10	108
	Percent	2.8	5.6	30.6	30.6	21.3	9.3	100
Queensland	Frequency	2	2	21	30	19	6	80
	Percent	2.5	2.5	26.3	37.5	23.8	7.5	100
South Australia	Frequency		6	17	21	10	6	60
	Percent		10.0	28.3	35.0	16.7	10.0	100
Western Australia	Frequency	3	13	19	27	19	13	94
	Percent	3.2	13.8	20.2	28.7	20.2	13.8	100
Northern Territory	Frequency			1	1	1		3
	Percent			33.3	33.3	33.3		100
Australian Capital Territory	Frequency			2	1	1		4
	Percent			50.0	25.0	25.0		100
Tasmania	Frequency	8	8	9	8	8	2	43
	Percent	18.6	18.6	20.9	18.6	18.6	4.7	100
Undefined	Frequency	1	8	24	23	19	3	78
	Percent	1.3	10.3	30.8	29.5	24.4	3.8	100
<b>Total</b>	<b>Frequency</b>	<b>23</b>	<b>76</b>	<b>220</b>	<b>255</b>	<b>147</b>	<b>65</b>	<b>786</b>
	<b>Percent</b>	<b>2.9</b>	<b>9.7</b>	<b>28.0</b>	<b>32.4</b>	<b>18.7</b>	<b>8.3</b>	<b>100</b>

**Table 41: State Statistical Table - Hardcourts Under Lights**

<b>Number of Hardcourts Under Lights</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	315	1.46
New South Wales	108	2.53
Queensland	80	4.50
South Australia	60	2.78
Western Australia	94	2.94
Northern Territory	3	4.00
Australian Capital Territory	4	4.25
Tasmania	42	.71
Undefined	77	1.65
<b>Total</b>	<b>783</b>	<b>2.20</b>

**Table 42: State Statistical Table - Hardcourt Lighting Type**

<b>Lighting of Hardcourts</b>		<b>Fluorescent</b>	<b>Envirolight</b>	<b>Floodlight</b>	<b>No Lighting</b>	<b>Total</b>
Victoria	Frequency	5	24	101	149	<b>279</b>
	Percent	1.8	8.6	36.2	53.4	<b>100</b>
New South Wales	Frequency	4	2	84	15	<b>105</b>
	Percent	3.8	1.9	80.0	14.3	<b>100</b>
Queensland	Frequency	9	7	56	6	<b>78</b>
	Percent	11.5	9.0	71.8	7.7	<b>100</b>
South Australia	Frequency	2		41	15	<b>58</b>
	Percent	3.4		70.7	25.9	<b>100</b>
Western Australia	Frequency	4		53	28	<b>85</b>
	Percent	4.7		62.4	32.9	<b>100</b>
Northern Territory	Frequency			3		<b>3</b>
	Percent			100		<b>100</b>
Australian Capital Territory	Frequency			4		<b>4</b>
	Percent			100		<b>100</b>
Tasmania	Frequency		1	14	22	<b>37</b>
	Percent		2.7	37.8	59.5	<b>100</b>
Undefined	Frequency	7	2	32	30	<b>71</b>
	Percent	9.9	2.8	45.1	42.3	<b>100</b>
<b>Total</b>	Frequency	31	36	388	265	<b>720</b>
	Percent	4.3	5.0	53.9	36.8	<b>100</b>

**Table 43: State Statistical Table - Hardcourt Fencing Condition**

<b>Fencing of Hardcourts</b>		<b>No Fence</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	2	36	77	132	59	12	<b>318</b>
	Percent	0.6	11.3	24.2	41.5	18.6	3.8	<b>100</b>
New South Wales	Frequency		12	21	48	23	4	<b>108</b>
	Percent		11.1	19.4	44.4	21.3	3.7	<b>100</b>
Queensland	Frequency		6	17	33	17	7	<b>80</b>
	Percent		7.5	21.3	41.3	21.3	8.8	<b>100</b>
South Australia	Frequency		5	13	31	7	4	<b>60</b>
	Percent		8.3	21.7	51.7	11.7	6.7	<b>100</b>
Western Australia	Frequency		11	15	44	21	4	<b>95</b>
	Percent		11.6	15.8	46.3	22.1	4.2	<b>100</b>
Northern Territory	Frequency			1	1	1		<b>3</b>
	Percent			33.3	33.3	33.3		<b>100</b>
Australian Capital Territory	Frequency		1	1		2		<b>4</b>
	Percent		25.0	25.0		50.0		<b>100</b>
Tasmania	Frequency	1	7	11	16	6	2	<b>43</b>
	Percent	2.3	16.3	25.6	37.2	14.0	4.7	<b>100</b>
Undefined	Frequency	1	6	11	43	14	2	<b>77</b>
	Percent	1.3	7.8	14.3	55.8	18.2	2.6	<b>100</b>
<b>Total</b>	Frequency	4	84	167	348	150	35	<b>788</b>
	Percent	0.5	10.7	21.2	44.2	19.0	4.4	<b>100</b>

**Table 44: State Statistical Table - Age of Hardcourts**

<b>Age of Hardcourts</b>		<b>Less than 1 Year</b>	<b>2 - 5 Years</b>	<b>6 - 10 Years</b>	<b>11 - 15 Years</b>	<b>More than 15 Years</b>	<b>Total</b>
Victoria	Frequency	12	24	40	39	201	<b>316</b>
	Percent	3.8	7.6	12.7	12.3	63.6	<b>100</b>
New South Wales	Frequency	1	9	10	20	68	<b>108</b>
	Percent	0.9	8.3	9.3	18.5	63.0	<b>100</b>
Queensland	Frequency	1	7	14	11	46	<b>79</b>
	Percent	1.3	8.9	17.7	13.9	58.2	<b>100</b>
South Australia	Frequency	1	8	3	9	38	<b>59</b>
	Percent	1.7	13.6	5.1	15.3	64.4	<b>100</b>
Western Australia	Frequency	2	11	11	15	55	<b>94</b>
	Percent	2.1	11.7	11.7	16.0	58.5	<b>100</b>
Northern Territory	Frequency		1		1	1	<b>3</b>
	Percent		33.3		33.3	33.3	<b>100</b>
Australian Capital Territory	Frequency		1	1		2	<b>4</b>
	Percent		25.0	25.0		50.0	<b>100</b>
Tasmania	Frequency		2	4	9	28	<b>43</b>
	Percent		4.7	9.3	20.9	65.1	<b>100</b>
Undefined	Frequency	1	6	12	9	50	<b>78</b>
	Percent	1.3	7.7	15.4	11.5	64.1	<b>100</b>
<b>Total</b>	Frequency	18	69	95	113	489	<b>784</b>
	Percent	2.3	8.8	12.1	14.4	62.4	<b>100</b>

**Table 45: State Statistical Table - Hardcourt Rebuild or Resurface**

Type of Rebuild of Hardcourt		Courts Have Never Been Rebuilt	Partial Rebuild or Resurface	Total Rebuild or Resurface	Total
Victoria	Frequency	84	133	88	<b>305</b>
	Percent	27.5	43.6	28.9	<b>100</b>
New South Wales	Frequency	39	37	26	<b>102</b>
	Percent	38.2	36.3	25.5	<b>100</b>
Queensland	Frequency	25	27	27	<b>79</b>
	Percent	31.6	34.2	34.2	<b>100</b>
South Australia	Frequency	6	36	18	<b>60</b>
	Percent	10.0	60.0	30.0	<b>100</b>
Western Australia	Frequency	13	49	29	<b>91</b>
	Percent	14.3	53.8	31.9	<b>100</b>
Northern Territory	Frequency		2	1	<b>3</b>
	Percent		66.7	33.3	<b>100</b>
Australian Capital Territory	Frequency	2	1	1	<b>4</b>
	Percent	50.0	25.0	25.0	<b>100</b>
Tasmania	Frequency	28	10	4	<b>42</b>
	Percent	66.7	23.8	9.5	<b>100</b>
Undefined	Frequency	23	25	26	<b>74</b>
	Percent	31.1	33.8	35.1	<b>100</b>
<b>Total</b>	Frequency	220	320	220	<b>760</b>
	Percent	28.9	42.1	28.9	<b>100</b>

**Table 46: State Statistical Table - Total Facilities with Secondary Surface**

Does your Club have another surface to evaluate?		Yes	No	Total
Victoria	Frequency	2	15	<b>17</b>
	Percent	11.8	88.2	<b>100</b>
New South Wales	Frequency	7	22	<b>29</b>
	Percent	24.1	75.9	<b>100</b>
Queensland	Frequency	5	28	<b>33</b>
	Percent	15.2	84.8	<b>100</b>
South Australia	Frequency		7	<b>7</b>
	Percent		100	<b>100</b>
Western Australia	Frequency		14	<b>14</b>
	Percent		100.0	<b>100</b>
Northern Territory	Frequency	1		<b>1</b>
	Percent	100		<b>100</b>
Australian Capital Territory	Frequency		1	<b>1</b>
	Percent		100	<b>100</b>
Tasmania	Frequency	3	3	<b>6</b>
	Percent	50.0	50.0	<b>100</b>
Undefined	Frequency		1	<b>1</b>
	Percent		100	<b>100</b>
<b>Total</b>	Frequency	18	91	<b>109</b>
	Percent	16.5	83.5	<b>100</b>

### **5.5.1.2 Softened Hardcourts**

On a national level (from Table 47 below) Softened hardcourts were present at 62 facilities, with over two thirds of respondents reporting the surface condition to be either ‘Excellent’ or ‘As New’. Almost three quarters of the courts are under 10 years old, however more than half (56.2%) have had either a partial or total rebuild or resurface.

As can be seen from the questionnaire data presented in Tables 48-55 below, Victoria has the largest number of softened hardcourts in Australia. The majority of softened hardcourts are in good or better (excellent or as new) condition, which is not surprising given that most are under 10 years old.

Where lighting is present at facilities with softened hardcourts, Australian Capital Territory has the highest mean (6.50) and Tasmania has the lowest (0.5). Victoria has the highest number of facilities with lit courts.

Fencing is predominantly reported to be in a good or better condition, with 3 of the respondent softened hardcourt facilities being unfenced.

**Table 47: National Statistical Table - Softened Hardcourt Data**

<b>Number of Softened Hardcourts</b>	<b>Frequency</b>	<b>Mean Number</b>
Softened Hardcourts	62	4.61
<b>Surface Condition of Softened Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Unplayable	1	1.7
Poor	0	0
Average	4	6.9
Good	14	24.1
Excellent	17	29.3
As New	22	37.9
<b>Total</b>	58	100.0
<b>Number of Softened Hardcourts under Light</b>	<b>Frequency</b>	<b>Mean Number</b>
Hardcourts	56	3.09
<b>Lighting of Softened Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Fluorescent	3	5.7
Envirolight	6	11.3
Floodlight	31	58.5
No Lighting	13	24.5
<b>Total</b>	53	100.0
<b>Fencing of Softened Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
No Fence	3	5.4
Poor	2	3.6
Average	5	8.9
Good	20	35.7
Excellent	16	28.6
As New	10	17.9
<b>Total</b>	56	100.0
<b>Age of Softened Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Less than 1 Year	11	19.0
2 - 5 Years	19	32.8
6 - 10 Years	13	22.4
11 - 15 Years	6	10.3
More than 15 Years	9	15.5
<b>Total</b>	58	100.0
<b>Type of Rebuild of Softened Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Courts have never been Rebuilt	25	43.9
Partial Rebuild or Resurface	14	24.6
Total Rebuild or Resurface	18	31.6
<b>Total</b>	57	100.0
<b>Last Surface Rebuild of Softened Hardcourts</b>	<b>Frequency</b>	<b>Percent</b>
Never	7	13.0
Less than 1 Year	13	24.1
1 - 5 Years	18	33.3
6 - 10 Years	14	25.9
11 - 15 Years	1	1.9
More than 15 Years	1	1.9
<b>Total</b>	54	100.0
<b>Do you have another surface to be reviewed?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	3	21.4
No	11	78.6
<b>Total</b>	14	100.0

**Table 48: State Statistical Table - Total of Softened Hardcourts**

<b>Number of Softened Hardcourts</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	27	4.33
New South Wales	8	4.88
Queensland	4	4.75
South Australia	4	4.00
Western Australia	5	4.20
Northern Territory	1	2.00
Australian Capital Territory	2	6.50
Tasmania	2	1.50
Undefined	9	6.22
<b>Total</b>	<b>62</b>	<b>4.61</b>

**Table 49: State Statistical Table - Softened Hardcourt Surface Condition**

<b>Surface Condition of Softened Hardcourts</b>		<b>Unplayable</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	1		2	8	5	9	<b>25</b>
	Percent	4.0		8.0	32.0	20.0	36.0	<b>100</b>
New South Wales	Frequency				1	5	1	<b>7</b>
	Percent				14.3	71.4	14.3	<b>100</b>
Queensland	Frequency					1	3	<b>4</b>
	Percent					25.0	75.0	<b>100</b>
South Australia	Frequency				2	2		<b>4</b>
	Percent				50.0	50.0		<b>100</b>
Western Australia	Frequency			1	1	2	1	<b>5</b>
	Percent			20.0	20.0	40.0	20.0	<b>100</b>
Northern Territory	Frequency				1			<b>1</b>
	Percent				100			<b>100</b>
Australian Capital Territory	Frequency						2	<b>2</b>
	Percent						100	<b>100</b>
Tasmania	Frequency					1	1	<b>2</b>
	Percent					50.0	50.0	<b>100</b>
Undefined	Frequency			1	1	1	5	<b>8</b>
	Percent			12.5	12.5	12.5	62.5	<b>100</b>
<b>Total</b>	<b>Frequency</b>	<b>1</b>		<b>3</b>	<b>14</b>	<b>17</b>	<b>22</b>	<b>58</b>
	<b>Percent</b>	<b>1.7</b>		<b>5.2</b>	<b>24.1</b>	<b>29.3</b>	<b>37.9</b>	<b>100</b>



**Table 50: State Statistical Table - Softened Hardcourts Under Lights**

<b>Number of Softened Hardcourts Under Lights</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	23	3.22
New South Wales	7	1.86
Queensland	4	4.75
South Australia	4	2.00
Western Australia	5	3.80
Northern Territory	1	2.00
Australian Capital Territory	2	6.50
Tasmania	2	.50
Undefined	8	3.00
<b>Total</b>	<b>56</b>	<b>3.09</b>

**Table 51: State Statistical Table - Softened Hardcourt Lighting Type**

<b>Lighting of Softened Hardcourts</b>		<b>Fluorescent</b>	<b>Envirolight</b>	<b>Floodlight</b>	<b>No Lighting</b>	<b>Total</b>
Victoria	Frequency	1	1	12	7	<b>21</b>
	Percent	4.8	4.8	57.1	33.3	<b>100</b>
New South Wales	Frequency			6	1	<b>7</b>
	Percent			85.7	14.3	<b>100</b>
Queensland	Frequency		2	2		<b>4</b>
	Percent		50.0	50.0		<b>100</b>
South Australia	Frequency			3	1	<b>4</b>
	Percent			75.0	25.0	<b>100</b>
Western Australia	Frequency			5		<b>5</b>
	Percent			100		<b>100</b>
Northern Territory	Frequency			1		<b>1</b>
	Percent			100		<b>100</b>
Australian Capital Territory	Frequency		1	1		<b>2</b>
	Percent		50.0	50.0		<b>100</b>
Tasmania	Frequency		1		1	<b>2</b>
	Percent		50.0		50.0	<b>100</b>
Undefined	Frequency	2	1	1	3	<b>7</b>
	Percent	28.6	14.3	14.3	42.9	<b>100</b>
<b>Total</b>	Frequency	3	6	31	13	<b>53</b>
	Percent	5.7	11.3	58.5	24.5	<b>100</b>

**Table 52: State Statistical Table - Softened Hardcourt Fencing Condition**

<b>Fencing of Softened Hardcourts</b>		<b>No Fence</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	1	1	2	10	5	4	<b>23</b>
	Percent	4.3	4.3	8.7	43.5	21.7	17.4	<b>100</b>
New South Wales	Frequency				3	3	1	<b>7</b>
	Percent				42.9	42.9	14.3	<b>100</b>
Queensland	Frequency					2	2	<b>4</b>
	Percent					50.0	50.0	<b>100</b>
South Australia	Frequency	1	1	1		1		<b>4</b>
	Percent	25.0	25.0	25.0		25.0		<b>100</b>
Western Australia	Frequency				2	3		<b>5</b>
	Percent				40.0	60.0		<b>100</b>
Northern Territory	Frequency				1			<b>1</b>
	Percent				100			<b>100</b>
Australian Capital Territory	Frequency						2	<b>2</b>
	Percent						100	<b>100</b>
Tasmania	Frequency			1		1		<b>2</b>
	Percent			50.0		50.0		<b>100</b>
Undefined	Frequency	1		1	4	1	1	<b>8</b>
	Percent	12.5		12.5	50.0	12.5	12.5	<b>100</b>
<b>Total</b>	Frequency	3	2	5	20	16	10	<b>56</b>
	Percent	5.4	3.6	8.9	35.7	28.6	17.9	<b>100</b>

**Table 53: State Statistical Table - Age of Softened Hardcourts**

<b>Age of Softened Hardcourts</b>		<b>Less than 1 Year</b>	<b>2 - 5 Years</b>	<b>6 - 10 Years</b>	<b>11 - 15 Years</b>	<b>More than 15 Years</b>	<b>Total</b>
Victoria	Frequency	6	7	3	6	2	<b>24</b>
	Percent	25.0	29.2	12.5	25.0	8.3	<b>100</b>
New South Wales	Frequency		4	3		1	<b>8</b>
	Percent		50.0	37.5		12.5	<b>100</b>
Queensland	Frequency	2	1			1	<b>4</b>
	Percent	50.0	25.0			25.0	<b>100</b>
South Australia	Frequency		1	2		1	<b>4</b>
	Percent		25.0	50.0		25.0	<b>100</b>
Western Australia	Frequency		2	3			<b>5</b>
	Percent		40.0	60.0			<b>100</b>
Northern Territory	Frequency					1	<b>1</b>
	Percent					100	<b>100</b>
Australian Capital Territory	Frequency	1	1				<b>2</b>
	Percent	50.0	50.0				<b>100</b>
Tasmania	Frequency			1		1	<b>2</b>
	Percent			50.0		50.0	<b>100</b>
Undefined	Frequency	2	3	1		2	<b>8</b>
	Percent	25.0	37.5	12.5		25.0	<b>100</b>
<b>Total</b>	Frequency	11	19	13	6	9	<b>58</b>
	Percent	19.0	32.8	22.4	10.3	15.5	<b>100</b>

**Table 54: State Statistical Table - Softened Hardcourt Rebuild or Resurface**

<b>Type of Rebuild of Softened Court</b>		<b>Courts Have Never Been Rebuilt</b>	<b>Partial Rebuild or Resurface</b>	<b>Total Rebuild or Resurface</b>	<b>Total</b>
Victoria	Frequency	13	7	3	<b>23</b>
	Percent	56.5	30.4	13.0	<b>100</b>
New South Wales	Frequency	4	1	3	<b>8</b>
	Percent	50.0	12.5	37.5	<b>100</b>
Queensland	Frequency	1		3	<b>4</b>
	Percent	25.0		75.0	<b>100</b>
South Australia	Frequency		2	2	<b>4</b>
	Percent		50.0	50.0	<b>100</b>
Western Australia	Frequency	1	1	3	<b>5</b>
	Percent	20.0	20.0	60.0	<b>100</b>
Northern Territory	Frequency			1	<b>1</b>
	Percent			100	<b>100</b>
Australian Capital Territory	Frequency		1	1	<b>2</b>
	Percent		50.0	50.0	<b>100</b>
Tasmania	Frequency		1	1	<b>2</b>
	Percent		50.0	50.0	<b>100</b>
Undefined	Frequency	6	1	1	<b>8</b>
	Percent	75.0	12.5	12.5	<b>100</b>
<b>Total</b>	Frequency	25	14	18	<b>57</b>
	Percent	43.9	24.6	31.6	<b>100</b>

**Table 55: State Statistical Table - Total Facilities with Secondary Surface**

<b>Does your Club have another surface to evaluate?</b>		<b>Yes</b>	<b>No</b>	<b>Total</b>
Victoria	Frequency	1	4	<b>5</b>
	Percent	20.0	80.0	<b>100</b>
New South Wales	Frequency			
	Percent			
Queensland	Frequency	1	2	<b>3</b>
	Percent	33.3	66.7	<b>100</b>
South Australia	Frequency		1	<b>1</b>
	Percent		100	<b>100</b>
Western Australia	Frequency		3	<b>3</b>
	Percent		100	<b>100</b>
Northern Territory	Frequency		1	<b>1</b>
	Percent		100	<b>100</b>
Australian Capital Territory	Frequency			
	Percent			
Tasmania	Frequency	1		<b>1</b>
	Percent	100		<b>100</b>
Undefined	Frequency			
	Percent			
<b>Total</b>	Frequency	3	11	<b>14</b>
	Percent	21.4	78.6	<b>100</b>

### **5.5.1.3 Synthetic Grass Courts**

National questionnaire data (Table 56) indicates that there are 535 synthetic grass courts in Australia with facilities reporting an average of 4 courts per facility with this surface. The majority (35.6%) report courts to be in excellent condition, with almost three quarters being under 10 years old. Over half (54.2%) of the facilities report either partial or total rebuild or resurface, majority having had the work undertaken in the past 1-10 years.

Tables 57-64 present state data for synthetic grass courts. As can be seen from the data, New South Wales has the highest count of synthetic grass courts, with 249 facilities in total having a mean number of 4.55 courts per facility (as seen in Table 57-64 below).

Consistent with national data, the majority of courts are considered in excellent condition, supported by the age of courts generally being less than 10 years old. South Australia reported 75% of synthetic grass courts to be more than 15 years old, however there were only 4 facilities in total with this surface.

It was most common for courts never to have had a rebuild or resurface, with the Australia Capital Territory being the only ones to go against the national trend, with two thirds of their synthetic grass courts having undergone total rebuilds or resurfacing.

**Table 56: National Statistical Table - Synthetic Grass Data**

<b>Number of Synthetic Courts</b>	<b>Frequency</b>	<b>Mean Number</b>
Synthetic Courts	535	4.46
<b>Surface Condition of Synthetic Courts</b>	<b>Frequency</b>	<b>Percent</b>
Unplayable	5	.9
Poor	9	1.7
Average	67	12.6
Good	146	27.4
Excellent	190	35.6
As New	116	21.8
<b>Total</b>	533	100.0
<b>Number of Synthetic Courts under Light</b>	<b>Frequency</b>	<b>Mean Number</b>
Synthetic Courts	533	3.62
<b>Lighting of Synthetic Courts</b>	<b>Frequency</b>	<b>Percent</b>
Fluorescent	36	7.3
Envirolight	40	8.1
Floodlight	343	69.6
No Lighting	74	15.0
<b>Total</b>	493	100.0
<b>Fencing of Synthetic Courts</b>	<b>Frequency</b>	<b>Percent</b>
No Fence	3	.6
Poor	36	6.7
Average	66	12.3
Good	237	44.1
Excellent	143	26.6
As New	52	9.7
<b>Total</b>	537	100.0
<b>Age of Synthetic Courts</b>	<b>Frequency</b>	<b>Percent</b>
Less than 1 Year	43	8.1
2 - 5 Years	183	34.5
6 - 10 Years	165	31.1
11 - 15 Years	86	16.2
More than 15 Years	53	10.0
<b>Total</b>	530	100.0
<b>Type of Rebuild of Synthetic Courts</b>	<b>Frequency</b>	<b>Percent</b>
Courts have never been Rebuilt	233	45.8
Partial Rebuild or Resurface	128	25.1
Total Rebuild or Resurface	148	29.1
<b>Total</b>	509	100.0
<b>Last Surface Rebuild of Synthetic Courts</b>	<b>Frequency</b>	<b>Percent</b>
Never	109	20.9
Less than 1 Year	50	9.6
1 - 5 Years	174	33.4
6 - 10 Years	149	28.6
11 - 15 Years	31	6.0
More than 15 Years	8	1.5
<b>Total</b>	521	100.0
<b>Do you have another surface to be reviewed?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	41	29.9
No	96	70.1
<b>Total</b>	137	100.0

**Table 57: State Statistical Table - Synthetic Grass Court Surface Condition**

<b>Number of Synthetic Courts</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	123	4.37
New South Wales	249	4.55
Queensland	57	4.05
South Australia	4	5.75
Western Australia	45	5.11
Northern Territory	0	0
Australian Capital Territory	9	4.67
Tasmania	18	3.39
Undefined	30	4.27
<b>Total</b>	<b>535</b>	<b>4.46</b>

**Table 58: State Statistical Table - Synthetic Grass Court Surface Condition**

<b>Surface Condition of Synthetic Courts</b>		<b>Unplayable</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	1	2	16	38	34	30	<b>121</b>
	Percent	0.8	1.7	13.2	31.4	28.1	24.8	<b>100</b>
New South Wales	Frequency		5	34	62	101	49	<b>251</b>
	Percent		2.0	13.5	24.7	40.2	19.5	<b>100</b>
Queensland	Frequency		1	7	16	23	9	<b>56</b>
	Percent		1.8	12.5	28.6	41.1	16.1	<b>100</b>
South Australia	Frequency			1	2		1	<b>4</b>
	Percent			25.0	50.0		25.0	<b>100</b>
Western Australia	Frequency	1	1	3	12	16	12	<b>45</b>
	Percent	2.2	2.2	6.7	26.7	35.6	26.7	<b>100</b>
Northern Territory	Frequency							
	Percent							
Australian Capital Territory	Frequency			2	2	3	1	<b>8</b>
	Percent			25.0	25.0	37.5	12.5	<b>100</b>
Tasmania	Frequency	1		1	6	6	4	<b>18</b>
	Percent	5.6		5.6	33.3	33.3	22.2	<b>100</b>
Undefined	Frequency	2		3	8	7	10	<b>30</b>
	Percent	6.7		10.0	26.7	23.3	33.3	<b>100</b>
<b>Total</b>	Frequency	5	9	67	146	190	116	<b>533</b>
	Percent	0.94	1.69	12.57	27.39	35.65	21.76	<b>100</b>



**Table 59: State Statistical Table - Synthetic Grass Courts Under Lights**

<b>Number of Synthetic Courts Under Lights</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	123	4.37
New South Wales	249	4.55
Queensland	57	4.05
South Australia	4	5.75
Western Australia	45	5.11
Northern Territory	0	0
Australian Capital Territory	9	4.67
Tasmania	18	3.39
Undefined	30	4.27
<b>Total</b>	<b>535</b>	<b>4.46</b>

**Table 60: State Statistical Table - Synthetic Grass Court Lighting Type**

<b>Lighting of Synthetic Courts</b>		<b>Fluorescent</b>	<b>Envirolight</b>	<b>Floodlight</b>	<b>No Lighting</b>	<b>Total</b>
Victoria	Frequency	10	14	60	27	<b>111</b>
	Percent	9.0	12.6	54.1	24.3	<b>100</b>
New South Wales	Frequency	9	13	188	25	<b>235</b>
	Percent	3.8	5.5	80.0	10.6	<b>100</b>
Queensland	Frequency	8	5	34	6	<b>53</b>
	Percent	15.1	9.4	64.2	11.3	<b>100</b>
South Australia	Frequency			2	2	<b>4</b>
	Percent			50.0	50.0	<b>100</b>
Western Australia	Frequency	3	2	29	6	<b>40</b>
	Percent	7.5	5.0	72.5	15.0	<b>100</b>
Northern Territory	Frequency					
	Percent					
Australian Capital Territory	Frequency	3	1	3	1	<b>8</b>
	Percent	37.5	12.5	37.5	12.5	<b>100</b>
Tasmania	Frequency		1	11	5	<b>17</b>
	Percent		5.9	64.7	29.4	<b>100</b>
Undefined	Frequency	3	4	16	2	<b>25</b>
	Percent	12.0	16.0	64.0	8.0	<b>100</b>
<b>Total</b>	Frequency	36	40	343	74	<b>493</b>
	Percent	7.3	8.1	69.6	15.0	<b>100</b>

**Table 61: State Statistical Table - Synthetic Grass Court Fencing Condition**

<b>Fencing of Synthetic Courts</b>		<b>No Fence</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	2	5	15	62	27	11	<b>122</b>
	Percent	1.6	4.1	12.3	50.8	22.1	9.0	<b>100</b>
New South Wales	Frequency		18	26	111	70	26	<b>251</b>
	Percent		7.2	10.4	44.2	27.9	10.4	<b>100</b>
Queensland	Frequency		4	9	21	18	5	<b>57</b>
	Percent		7.0	15.8	36.8	31.6	8.8	<b>100</b>
South Australia	Frequency		1		3			<b>4</b>
	Percent		25.0		75.0			<b>100</b>
Western Australia	Frequency		3	5	21	11	5	<b>45</b>
	Percent		6.7	11.1	46.7	24.4	11.1	<b>100</b>
Northern Territory	Frequency							
	Percent							
Australian Capital Territory	Frequency		1	3	1	2	2	<b>9</b>
	Percent		11.1	33.3	11.1	22.2	22.2	<b>100</b>
Tasmania	Frequency		3	2	5	7	1	<b>18</b>
	Percent		16.7	11.1	27.8	38.9	5.6	<b>100</b>
Undefined	Frequency	1	1	6	13	8	2	<b>31</b>
	Percent	3.2	3.2	19.4	41.9	25.8	6.5	<b>100</b>
<b>Total</b>	Frequency	3	36	66	237	143	52	<b>537</b>
	Percent	0.6	6.7	12.3	44.1	26.6	9.7	<b>100</b>

**Table 62: State Statistical Table - Age of Synthetic Grass Courts**

<b>Age of Synthetic Courts</b>		<b>Less than 1 Year</b>	<b>2 - 5 Years</b>	<b>6 - 10 Years</b>	<b>11 - 15 Years</b>	<b>More than 15 Years</b>	<b>Total</b>
Victoria	Frequency	14	40	30	25	10	<b>119</b>
	Percent	11.8	33.6	25.2	21.0	8.4	<b>100</b>
New South Wales	Frequency	16	84	83	40	27	<b>250</b>
	Percent	6.4	33.6	33.2	16.0	10.8	<b>100</b>
Queensland	Frequency	5	19	18	11	4	<b>57</b>
	Percent	8.8	33.3	31.6	19.3	7.0	<b>100</b>
South Australia	Frequency		1			3	<b>4</b>
	Percent		25.0			75.0	<b>100</b>
Western Australia	Frequency	3	20	15	4	3	<b>45</b>
	Percent	6.7	44.4	33.3	8.9	6.7	<b>100</b>
Northern Territory	Frequency						
	Percent						
Australian Capital Territory	Frequency		4	5			<b>9</b>
	Percent		44.4	55.6			<b>100</b>
Tasmania	Frequency	2	5	7	1	3	<b>18</b>
	Percent	11.1	27.8	38.9	5.6	16.7	<b>100</b>
Undefined	Frequency	3	10	7	5	3	<b>28</b>
	Percent	10.7	35.7	25.0	17.9	10.7	<b>100</b>
<b>Total</b>	Frequency	43	183	165	86	53	<b>530</b>
	Percent	8.1	34.5	31.1	16.2	10.0	<b>100</b>

**Table 63: State Statistical Table - Synthetic Grass Court Rebuild or Resurface**

<b>Type of Rebuild of Synthetic Court</b>		<b>Courts Have Never Been Rebuilt</b>	<b>Partial Rebuild or Resurface</b>	<b>Total Rebuild or Resurface</b>	<b>Total</b>
Victoria	Frequency	64	25	29	<b>118</b>
	Percent	54.2	21.2	24.6	<b>100</b>
New South Wales	Frequency	93	73	73	<b>239</b>
	Percent	38.9	30.5	30.5	<b>100</b>
Queensland	Frequency	26	13	17	<b>56</b>
	Percent	46.4	23.2	30.4	<b>100</b>
South Australia	Frequency	2	1	1	<b>4</b>
	Percent	50.0	25.0	25.0	<b>100</b>
Western Australia	Frequency	20	8	10	<b>38</b>
	Percent	52.6	21.1	26.3	<b>100</b>
Northern Territory	Frequency				
	Percent				
Australian Capital Territory	Frequency	2	1	6	<b>9</b>
	Percent	22.2	11.1	66.7	<b>100</b>
Tasmania	Frequency	11	2	5	<b>18</b>
	Percent	61.1	11.1	27.8	<b>100</b>
Undefined	Frequency	15	5	7	<b>27</b>
	Percent	55.6	18.5	25.9	<b>100</b>
<b>Total</b>	Frequency	233	128	148	<b>509</b>
	Percent	45.8	25.1	29.1	<b>100</b>

**Table 64: State Statistical Table - Total Facilities with Secondary Surface**

<b>Does your Club have another surface to evaluate?</b>		<b>Yes</b>	<b>No</b>	<b>Total</b>
Victoria	Frequency	7	13	<b>20</b>
	Percent	35.0	65.0	<b>100</b>
New South Wales	Frequency	19	52	<b>71</b>
	Percent	26.8	73.2	<b>100</b>
Queensland	Frequency	9	17	<b>26</b>
	Percent	34.6	65.4	<b>100</b>
South Australia	Frequency			
	Percent			
Western Australia	Frequency	3	8	<b>11</b>
	Percent	27.3	72.7	<b>100</b>
Northern Territory	Frequency			
	Percent			
Australian Capital Territory	Frequency	1		<b>1</b>
	Percent	100		<b>100</b>
Tasmania	Frequency	1	4	<b>5</b>
	Percent	20	80	<b>100</b>
Undefined	Frequency	1	2	<b>3</b>
	Percent	33.3	66.7	<b>100</b>
<b>Total</b>	Frequency	41	96	<b>137</b>
	Percent	29.9	70.1	<b>100</b>

#### **5.5.1.4 Grass Courts**

From data in Table 65 below, it is clear that nationally, there are 133 grass surface courts, with a mean of 10.6 courts per facility. This is in contrast to all other surfaces having means of around 4 courts per facility. This probably reflects the notion that almost 80% of courts are more than 15 years old. Courts built during this era would have been established in an era of Australian sport facility development that reflected larger land masses and facility planning that would have granted local councils with greater numbers of sport facilities (including tennis courts) per capita. Almost three quarters of grass court facilities report the condition of their grass courts to be ‘Good’ to ‘Excellent’.

From Tables 65-72, state statistics show that Victoria and Western Australia boast the highest number of grass court facilities, followed by New South Wales. Victoria also has the highest mean (12.02), with the Queensland mean of 3.67 being the lowest.

Data suggests that very few grass court facilities have lighting, with Queensland the only state to indicate its presence, with a mean of 3. All other state means fell below 1, with the exception of Tasmania with a mean of 1.

The clear majority of grass courts are more than 15 years old, Queensland the only state to have a grass court less than 1 year old. Although grass court surfaces are quite old, over 80% of facilities are considered good to excellent.

**Table 65: Statistical Table - National Grass Court Data**

<b>Number of Grass Courts</b>	<b>Frequency</b>	<b>Mean Number</b>
Grass Courts	133	10.6
<b>Surface Condition of Grass Courts</b>	<b>Frequency</b>	<b>Percent</b>
Unplayable	5	3.8
Poor	5	3.8
Average	15	11.5
Good	40	30.5
Excellent	55	42.0
As New	11	8.4
<b>Total</b>	131	100.0
<b>Number of Grass Courts under Light</b>	<b>Frequency</b>	<b>Mean Number</b>
Grass Courts	133	.39
<b>Lighting of Grass Courts</b>	<b>Frequency</b>	<b>Percent</b>
Fluorescent	0	0
Envirolight	0	0
Floodlight	13	10.5
No Lighting	111	89.5
<b>Total</b>	124	100.0
<b>Fencing of Grass Courts</b>	<b>Frequency</b>	<b>Percent</b>
No Fence	3	2.3
Poor	10	7.5
Average	29	21.8
Good	47	35.3
Excellent	39	29.3
As New	5	3.8
<b>Total</b>	133	100.0
<b>Age of Grass Courts</b>	<b>Frequency</b>	<b>Percent</b>
Less than 1 Year	1	.8
2 - 5 Years	8	6.1
6 - 10 Years	11	8.4
11 - 15 Years	7	5.3
More than 15 Years	104	79.4
<b>Total</b>	131	100.0
<b>Do you have another surface to be reviewed?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	20	76.9
No	6	23.1
<b>Total</b>	26	100.0

**Table 66: State Statistical Table - Grass Court Surface Condition**

<b>Number of Grass Courts</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	59	12.02
New South Wales	12	9.50
Queensland	3	3.67
South Australia	8	8.00
Western Australia	38	10.11
Northern Territory	0	0
Australian Capital Territory	0	0
Tasmania	2	1.50
Undefined	11	12.00
<b>Total</b>	<b>133</b>	<b>10.65</b>

**Table 67: State Statistical Table - Grass Court Surface Condition**

<b>Surface Condition of Grass Courts</b>		<b>Unplayable</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	4	2	8	18	22	4	<b>58</b>
	Percent	6.9	3.4	13.8	31.0	37.9	6.9	<b>100</b>
New South Wales	Frequency			2	3	6	1	<b>12</b>
	Percent			16.7	25.0	50.0	8.3	<b>100</b>
Queensland	Frequency		1			1		<b>2</b>
	Percent		50.0			50.0		<b>100</b>
South Australia	Frequency			1	3	4		<b>8</b>
	Percent			12.5	37.5	50.0		<b>100</b>
Western Australia	Frequency	1	2	3	13	17	3	<b>39</b>
	Percent	2.6	5.1	7.7	33.3	43.6	7.7	<b>100</b>
Northern Territory	Frequency							
	Percent							
Australian Capital Territory	Frequency							
	Percent							
Tasmania	Frequency				1		1	<b>2</b>
	Percent				50.0		50.0	<b>100</b>
Undefined	Frequency			1	2	5	2	<b>10</b>
	Percent			10.0	20.0	50.0	20.0	<b>100</b>
<b>Total</b>	Frequency	5	5	15	40	55	11	<b>131</b>
	Percent	3.8	3.8	11.5	30.5	42.0	8.4	<b>100</b>

**Table 68: State Statistical Table - Grass Courts Under Lights**

<b>Number of Grass Courts Under Lights</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	58	0.0
New South Wales	12	0.5
Queensland	2	3.0
South Australia	8	0.6
Western Australia	40	0.6
Northern Territory	0	0.0
Australian Capital Territory	0	0.0
Tasmania	2	1.0
Undefined	11	0.7
<b>Total</b>	<b>133</b>	<b>0.4</b>

**Table 69: State Statistical Table - Grass Court Lighting Type**

<b>Lighting of Grass Courts</b>		<b>Floodlight</b>	<b>No Lighting</b>	<b>Total</b>
Victoria	Frequency	1	51	<b>52</b>
	Percent	1.9	98.1	<b>100</b>
New South Wales	Frequency	2	10	<b>12</b>
	Percent	16.7	83.3	<b>100</b>
Queensland	Frequency	2		<b>2</b>
	Percent	100.0		<b>100</b>
South Australia	Frequency	2	6	<b>8</b>
	Percent	25.0	75.0	<b>100</b>
Western Australia	Frequency	5	32	<b>37</b>
	Percent	13.5	86.5	<b>100</b>
Northern Territory	Frequency			
	Percent			
Australian Capital Territory	Frequency			
	Percent			
Tasmania	Frequency	1	1	<b>2</b>
	Percent	50.0	50.0	<b>100</b>
Undefined	Frequency		11	<b>11</b>
	Percent		100.0	<b>100</b>
<b>Total</b>	Frequency	13	111	<b>124</b>
	Percent	1	51	<b>52</b>



**Table 70: State Statistical Table - Grass Court Fencing Condition**

<b>Fencing of Grass Courts</b>		<b>No Fence</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency		4	16	22	13	3	<b>58</b>
	Percent		6.9	27.6	37.9	22.4	5.2	<b>100</b>
New South Wales	Frequency		1	3	2	6		<b>12</b>
	Percent		8.3	25.0	16.7	50.0		<b>100</b>
Queensland	Frequency				1	1		<b>2</b>
	Percent				50.0	50.0		<b>100</b>
South Australia	Frequency		3		3	2		<b>8</b>
	Percent		37.5		37.5	25.0		<b>100</b>
Western Australia	Frequency	2		7	15	14	2	<b>40</b>
	Percent	5.0		17.5	37.5	35.0	5.0	<b>100</b>
Northern Territory	Frequency							
	Percent							
Australian Capital Territory	Frequency							
	Percent							
Tasmania	Frequency		1			1		<b>2</b>
	Percent		50.0			50.0		<b>100</b>
Undefined	Frequency	1	1	3	4	2		<b>11</b>
	Percent	9.1	9.1	27.3	36.4	18.2		<b>100</b>
<b>Total</b>	Frequency	3	10	29	47	39	5	<b>133</b>
	Percent	2.3	7.5	21.8	35.3	29.3	3.8	<b>100</b>

**Table 71: State Statistical Table - Age of Grass Courts**

<b>Age of Grass Courts</b>		<b>Less than 1 Year</b>	<b>2 - 5 Years</b>	<b>6 - 10 Years</b>	<b>11 - 15 Years</b>	<b>More than 15 Years</b>	<b>Total</b>
Victoria	Frequency		1	3	3	51	<b>58</b>
	Percent		1.7	5.2	5.2	87.9	<b>100</b>
New South Wales	Frequency		2			10	<b>12</b>
	Percent		16.7			83.3	<b>100</b>
Queensland	Frequency	1		1			<b>2</b>
	Percent	50.0		50.0			<b>100</b>
South Australia	Frequency					8	<b>8</b>
	Percent					100	<b>100</b>
Western Australia	Frequency		3	7	2	27	<b>39</b>
	Percent		7.7	17.9	5.1	69.2	<b>100</b>
Northern Territory	Frequency						
	Percent						
Australian Capital Territory	Frequency						
	Percent						
Tasmania	Frequency		1		1		<b>2</b>
	Percent		50.0		50.0		<b>100</b>
Undefined	Frequency		1		1	8	<b>10</b>
	Percent		10.0		10.0	80.0	<b>100</b>
<b>Total</b>	Frequency	1	8	11	7	104	<b>131</b>
	Percent	0.8	6.1	8.4	5.3	79.4	<b>100</b>

**Table 72: State Statistical Table - Total Facilities with Secondary Surface**

<b>Does your Club have another surface to evaluate?</b>		<b>Yes</b>	<b>No</b>	<b>Total</b>
Victoria	Frequency	7	2	<b>9</b>
	Percent	77.8	22.2	<b>100</b>
New South Wales	Frequency	2	1	<b>3</b>
	Percent	66.7	33.3	<b>100</b>
Queensland	Frequency			
	Percent			
South Australia	Frequency	1		<b>1</b>
	Percent	100		<b>100</b>
Western Australia	Frequency	10	2	<b>12</b>
	Percent	83.3	16.7	<b>100</b>
Northern Territory	Frequency			
	Percent			
Australian Capital Territory	Frequency			
	Percent			
Tasmania	Frequency		1	<b>1</b>
	Percent		100	<b>100</b>
Undefined	Frequency			
	Percent			
<b>Total</b>	Frequency	20	6	<b>26</b>
	Percent	76.9	23.1	<b>100</b>

### **5.5.1.5 Clay Courts**

National data (as seen in Table 73 below) indicates that 338 clay courts facilities exist in Australia. Just under two thirds (65.8%) rate their courts as 'Good' to 'Excellent', with 83% of the courts being more than 15 years old. Almost three quarters of the courts have had either a partial or full rebuild or resurface, the majority of works having been carried out in the past 10 years.

Tables 74-81 below clearly show that Victoria has the highest number of clay court facilities (217), over 64% of the total clay courts reported in the questionnaire. Victoria also has the highest mean of 5.43. The Northern Territory was the only state to report no clay court facilities.

All states and territories reported the majority of clay courts to be in good to excellent condition.

96% of clay court facilities have lighting, the mean number of lit courts being 3.03. It is most common for courts to be floodlit.

It is reported that clay courts are the oldest surface, with 83% of clay courts being more than 15 years old. Almost three quarters of courts had undergone partial or total rebuilds/resurfacing. Only data from those states with a small number of clay court facilities went against the national trends, being Western Australia and the Australian Capital Territory.

**Table 73: National Statistical Table - Clay Court Data**

<b>Number of Clay Courts</b>	<b>Frequency</b>	<b>Mean Number</b>
Clay Courts	338	4.79
<b>Surface Condition of Clay Courts</b>	<b>Frequency</b>	<b>Percent</b>
Unplayable	15	4.6
Poor	9	2.7
Average	76	23.2
Good	108	32.9
Excellent	108	32.9
As New	12	3.7
<b>Total</b>	328	100.0
<b>Number of Clay Courts under Light</b>	<b>Frequency</b>	<b>Mean Number</b>
Clay Courts	326	3.03
<b>Lighting of Clay Courts</b>	<b>Frequency</b>	<b>Percent</b>
Fluorescent	19	6.4
Envirolight	45	15.3
Floodlight	147	49.8
No Lighting	84	28.5
<b>Total</b>	295	100.0
<b>Fencing Of Clay Courts</b>	<b>Frequency</b>	<b>Percent</b>
No Fence	1	.3
Poor	35	10.8
Average	61	18.8
Good	127	39.1
Excellent	87	26.8
As New	14	4.3
<b>Total</b>	325	100.0
<b>Age of Clay Courts</b>	<b>Frequency</b>	<b>Percent</b>
Less than 1 Year	4	1.2
2 - 5 Years	12	3.7
6 - 10 Years	18	5.6
11 - 15 Years	21	6.5
More than 15 Years	269	83.0
<b>Total</b>	324	100.0
<b>Type of Rebuild of Clay Courts</b>	<b>Frequency</b>	<b>Percent</b>
Courts have never been Rebuilt	87	28.0
Partial Rebuild or Resurface	165	53.1
Total Rebuild or Resurface	59	19.0
<b>Total</b>	311	100.0
<b>Last Surface Rebuild of Clay Courts</b>	<b>Frequency</b>	<b>Percent</b>
Never	47	14.8
Less than 1 Year	30	9.5
1 - 5 Years	87	27.4
6 - 10 Years	73	23.0
11 - 15 Years	38	12.0
More than 15 Years	42	13.2
<b>Total</b>	317	100.0
<b>Do you have another surface to be reviewed?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	10	22.7
No	34	77.3
<b>Total</b>	44	100.0

**Table 74: State Statistical Table - Clay Courts Surface**

<b>Number of Clay Courts</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	217	5.43
New South Wales	70	3.70
Queensland	8	4.00
South Australia	3	4.00
Western Australia	9	3.44
Northern Territory	0	0
Australian Capital Territory	4	5.00
Tasmania	11	2.73
Undefined	16	3.56
<b>Total</b>	<b>338</b>	<b>4.79</b>

**Table 75: State Statistical Table - Clay Courts Surface Condition**

<b>Surface Condition of Clay Courts</b>		<b>Unplayable</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	1	4	42	71	85	8	<b>211</b>
	Percent	0.5	1.9	19.9	33.6	40.3	3.8	<b>100</b>
New South Wales	Frequency	8	4	22	20	13	3	<b>70</b>
	Percent	11.4	5.7	31.4	28.6	18.6	4.3	<b>100</b>
Queensland	Frequency	2		4	2			<b>8</b>
	Percent	25.0		50.0	25.0			<b>100</b>
South Australia	Frequency			1		1		<b>2</b>
	Percent			50.0		50.0		<b>100</b>
Western Australia	Frequency	4		2			1	<b>7</b>
	Percent	57.1		28.6			14.3	<b>100</b>
Northern Territory	Frequency							
	Percent							
Australian Capital Territory	Frequency				2	2		<b>4</b>
	Percent				50.0	50.0		<b>100</b>
Tasmania	Frequency			4	5	2		<b>11</b>
	Percent			36.4	45.5	18.2		<b>100</b>
Undefined	Frequency		1	1	8	5		<b>15</b>
	Percent		6.7	6.7	53.3	33.3		<b>100</b>
<b>Total</b>	Frequency	15	9	76	108	108	12	<b>328</b>
	Percent	4.6	2.7	23.2	32.9	32.9	3.7	<b>100</b>

**Table 76: State Statistical Table - Clay Courts Under Lights**

<b>Number of Clay Courts Under Lights</b>	<b>Frequency</b>	<b>Mean</b>
Victoria	212	3.73
New South Wales	69	1.75
Queensland	8	2.00
South Australia	2	4.00
Western Australia	5	1.40
Northern Territory	0	0
Australian Capital Territory	4	1.25
Tasmania	11	1.00
Undefined	15	1.93
<b>Total</b>	<b>326</b>	<b>3.03</b>

**Table 77: State Statistical Table - Clay Court Lighting Type**

<b>Lighting of Clay Courts</b>		<b>Fluorescent</b>	<b>Envirolight</b>	<b>Floodlight</b>	<b>No Lighting</b>	<b>Total</b>
Victoria	Frequency	11	37	102	41	<b>191</b>
	Percent	5.8	19.4	53.4	21.5	<b>100</b>
New South Wales	Frequency	6	6	24	27	<b>63</b>
	Percent	9.5	9.5	38.1	42.9	<b>100</b>
Queensland	Frequency			5	3	<b>8</b>
	Percent			62.5	37.5	<b>100</b>
South Australia	Frequency			2		<b>2</b>
	Percent			100		<b>100</b>
Western Australia	Frequency			1	3	<b>4</b>
	Percent			25.0	75.0	<b>100</b>
Northern Territory	Frequency					
	Percent					
Australian Capital Territory	Frequency			2	2	<b>4</b>
	Percent			50.0	50.0	<b>100</b>
Tasmania	Frequency			5	6	<b>11</b>
	Percent			45.5	54.5	<b>100</b>
Undefined	Frequency	2	2	6	2	<b>12</b>
	Percent	16.7	16.7	50.0	16.7	<b>100</b>
<b>Total</b>	Frequency	19	45	147	84	<b>295</b>
	Percent	6.4	15.3	49.8	28.5	<b>100</b>

**Table 78: State Statistical Table - Clay Courts Fencing Condition**

<b>Fencing of Clay Courts</b>		<b>No Fence</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>As New</b>	<b>Total</b>
Victoria	Frequency	1	20	42	77	64	9	<b>213</b>
	Percent	0.5	9.4	19.7	36.2	30.0	4.2	<b>100</b>
New South Wales	Frequency		7	12	32	15	3	<b>69</b>
	Percent		10.1	17.4	46.4	21.7	4.3	<b>100</b>
Queensland	Frequency		1	3	4			<b>8</b>
	Percent		12.5	37.5	50.0			<b>100</b>
South Australia	Frequency		2					<b>2</b>
	Percent		100					<b>100</b>
Western Australia	Frequency		1	1	2			<b>4</b>
	Percent		25.0	25.0	50.0			<b>100</b>
Northern Territory	Frequency							
	Percent							
Australian Capital Territory	Frequency		1			2	1	<b>4</b>
	Percent		25.0			50.0	25.0	<b>100</b>
Tasmania	Frequency		2	2	2	4	1	<b>11</b>
	Percent		18.2	18.2	18.2	36.4	9.1	<b>100</b>
Undefined	Frequency		1	1	10	2		<b>14</b>
	Percent		7.1	7.1	71.4	14.3		<b>100</b>
<b>Total</b>	Frequency	1	35	61	127	87	14	<b>325</b>
	Percent	0.3	10.8	18.8	39.1	26.8	4.3	<b>100</b>

**Table 79: State Statistical Table - Age of Clay Courts**

<b>Age of Clay Courts</b>		<b>Less than 1 Year</b>	<b>2 - 5 Years</b>	<b>6 - 10 Years</b>	<b>11 - 15 Years</b>	<b>More than 15 Years</b>	<b>Total</b>
Victoria	Frequency	3	5	11	15	178	<b>212</b>
	Percent	1.4	2.4	5.2	7.1	84.0	<b>100</b>
New South Wales	Frequency		3	3	3	60	<b>69</b>
	Percent		4.3	4.3	4.3	87.0	<b>100</b>
Queensland	Frequency		1			7	<b>8</b>
	Percent		12.5			87.5	<b>100</b>
South Australia	Frequency			1	1		<b>2</b>
	Percent			50.0	50.0		<b>100</b>
Western Australia	Frequency		1	1		2	<b>4</b>
	Percent		25.0	25.0		50.0	<b>100</b>
Northern Territory	Frequency						
	Percent						
Australian Capital Territory	Frequency	1	1			2	<b>4</b>
	Percent	25.0	25.0			50.0	<b>100</b>
Tasmania	Frequency		1			10	<b>11</b>
	Percent		9.1			90.9	<b>100</b>
Undefined	Frequency			2	2	10	<b>14</b>
	Percent			14.3	14.3	71.4	<b>100</b>
<b>Total</b>	Frequency	4	12	18	21	269	<b>324</b>
	Percent	1.2	3.7	5.6	6.5	83.0	<b>100</b>

**Table 80: State Statistical Table - Clay Court Rebuild or Resurface**

<b>Type of Rebuild of Clay Court</b>		<b>Courts Have Never Been Rebuilt</b>	<b>Partial Rebuild or Resurface</b>	<b>Total Rebuild or Resurface</b>	<b>Total</b>
Victoria	Frequency	49	115	41	<b>205</b>
	Percent	23.9	56.1	20.0	<b>100</b>
New South Wales	Frequency	24	31	11	<b>66</b>
	Percent	36.4	47.0	16.7	<b>100</b>
Queensland	Frequency	3	4	1	<b>8</b>
	Percent	37.5	50.0	12.5	<b>100</b>
South Australia	Frequency		2		<b>2</b>
	Percent		100		<b>100</b>
Western Australia	Frequency	2	1		<b>3</b>
	Percent	66.7	33.3		<b>100</b>
Northern Territory	Frequency				
	Percent				
Australian Capital Territory	Frequency	1	1	2	<b>4</b>
	Percent	25.0	25.0	50.0	<b>100</b>
Tasmania	Frequency	3	5	2	<b>10</b>
	Percent	30.0	50.0	20.0	<b>100</b>
Undefined	Frequency	5	6	2	<b>13</b>
	Percent	38.5	46.2	15.4	<b>100</b>
<b>Total</b>	Frequency	87	165	59	<b>311</b>
	Percent	28.0	53.1	19.0	<b>100</b>



**Table 81: State Statistical Table - Total Facilities with Secondary Surface**

<b>Does your Club have another surface to evaluate?</b>		<b>Yes</b>	<b>No</b>	<b>Total</b>
Victoria	Frequency	8	18	<b>26</b>
	Percent	30.8	69.2	<b>100</b>
New South Wales	Frequency	1	13	<b>14</b>
	Percent	7.1	92.9	<b>100</b>
Queensland	Frequency		2	<b>2</b>
	Percent		100	<b>100</b>
South Australia	Frequency			
	Percent			
Western Australia	Frequency			
	Percent			
Northern Territory	Frequency			
	Percent			
Australian Capital Territory	Frequency			
	Percent			
Tasmania	Frequency	1	1	<b>2</b>
	Percent	50.0	50.0	<b>100</b>
Undefined	Frequency			
	Percent			
<b>Total</b>	Frequency	10	34	<b>44</b>
	Percent	22.7	77.3	<b>100</b>

### **5.5.2 Further Analysis – Types of Courts**

#### ***Qualitative Insights***

*"[An opportunity exists if we invested] in new playing surfaces (hardcourts) and the ability to run competitions using all courts. The need to replace clay courts as the clay is very labour intensive in regards to upkeep and is not always available to play on due to weather factors."*

*"We were very grateful to be able to take advantage of a Tennis Australia loan when we replaced our last two clay courts with synthetic grass two years ago, and would like to see that service continue."*

*"We would use more support from Tennis Australia to improve courts. "*

A one-way ANOVA was performed to understand the relationship between the amount of cash reserves currently established, and court surface condition. Analysis revealed (to 0.01 level of significance) that

- 13.2% of facilities in Australia with \$5,000 or more established in a Cash Reserve Fund rated their court surface condition between 1 (Unplayable) and 3 (Average).
- Those facilities with Hardcourts, Cushioned Hardcourts and Synthetic Grass Courts were more likely to have greater funds available in Cash Reserves.

Although facilities report that they have cash reserve funds, they are not spending their reserves (necessarily) on court surface maintenance and redevelopment. Those facilities with courts that have higher maintenance have lower cash reserves.

### **5.5.3 Conclusions—Types of Courts**

Given the mean age of courts across Australia, and the differing court surface types that require various levels of maintenance, the condition of court surfaces in Australia is positive. This suggests that clubs have access to an army of willing volunteers who continue to provide maintenance so that playable tennis courts are available for participants across Australia.

Qualitative data collected in Question 30 (Table 128) revealed that many club representatives understand their court infrastructure to be at the core of the delivery of tennis, and a strength for income generation. Further, this is consistent with qualitative data from Q.13 where the majority of respondents reported that cash reserves had been spent, or were planned to be spent on court facility developments. As can be seen from *Qualitative Insights* above, court surface redevelopment is a significant issue that club representatives are keen to address. This may become more so for drought affected areas and court surfaces that require water for their maintenance.

Further, as noted from Table 10, many facility redevelopments are largely at the cost of members and funding for capital works projects within tennis facilities is a significant issue. Club members are raising monies required for facility development which clearly illustrates that there is a gap in funding provisions for the sport of tennis. Despite owning 79% of the land that tennis facilities are located on, and owning many of the facilities themselves, local government contribute less than 28% of funding for facility development. As noted in the *Qualitative Insights* above, some clubs are very appreciative of loans and grant schemes offered to facilities to upgrade their court surfaces.

It seems that grant programs for court redevelopments are a successful undertaking by Tennis Australia. However, Tennis Australia may need to further analyse cash reserves for clubs who request assistance for court development, as many may have funds available for a “matching” type scheme to be effective.

#### **5.5.4 Recommendations – Types of Courts**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Continue grant programs for court surface redevelopment that are consistent with the Facilities Blueprint and Tennis Australia’s strategic direction
- Provide incentives for clubs to improve court surface condition in line with Tennis Australia’s strategic directions
- Ensure volunteer management education programs provide training in fiscal management to ensure funds are allocated to essential redevelopment programs

### **5.5.5 MapInfo TATools Application—Types of Courts**

MapInfo will allow Tennis Australia to:

- Locate, identify and geographically present data for clubs with different surface types to assist with development and evaluation of grant programs
- Locate, and identify and geographically present data for clubs with different surface types at all levels of analysis (from regional to national) in order to assist with national strategic planning for court surface type.
- Locate, identify and geographically map courts by surface condition in order to build strategic redevelopment plans across communities and regions in Australi

## **5.6 Questionnaire Section Six: Participation**

There were a range of questions in the questionnaire that specifically asked respondents to provide details about how people are participating in tennis at their facility, and to determine what services are being offered in facilities around the nation.

Results for Participation are reported in five key result areas:

- 5.6.1 Statistical results- Participation
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.6.2 Further Analysis- Participation
  - Qualitative insights and further statistical analysis
- 5.6.3 Conclusions- Participation
- 5.6.4 Recommendations- Participation
- 5.6.5 MapInfo TA Tools Application- Participation

### **5.6.1 Statistical Results--Participation**

*Q. 15: Activities at your courts:*

To estimate how clubs utilise their courts, Clubs were asked to answer a series of questions regarding the activities of their facility. They were additionally asked to include any activities that were organised by the centre but conducted at other venues. 'Coaching Services and Court Hire' was the most commonly implemented service.

As can be seen by Table 82 below, many clubs in Australia are implementing a range of different services and activities that are core to Tennis Australia's strategic direction. Over half of the clubs in Australia offer at least one targeted program. 85% of clubs in Australia offer coaching services and court hire, while 76% offer social internal competition.

As can be seen by Table 83, all states are actively implementing a range of tennis related products and services at their facilities. In Victoria., each of the targeted services are offered by at least 40% of clubs in that state. In NSW, each of the targeted services are offered by at least 20% of all clubs in the state.

**Table 82: National Statistical Table - Total Services Offered by Clubs**

<b>Services Offered by Club</b>		<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>Total</b>
Special events and Targeted Programs	Frequency	765	617	17	1399
	Percent	54.7	44.1	1.2	100
Coaching Services & Court Hire	Frequency	1234	209	8	1451
	Percent	85.0	14.4	0.6	100
Social Internal Competition	Frequency	1086	341	6	1433
	Percent	75.8	23.8	0.4	100
Club Membership program	Frequency	762	563	56	1381
	Percent	55.2	40.8	4.1	100
External Competition - Inter-club play	Frequency	1051	381	9	1441
	Percent	72.9	26.4	0.6	100
Tournaments and Matchplay Opportunities	Frequency	779	599	13	1391
	Percent	56.0	43.1	0.9	100
Training Environment	Frequency	592	777	21	1390
	Percent	42.6	55.9	1.5	100

Table 83: State Statistical Table - Total Services Offered by Clubs by State Totals

Services Offered	Response	VIC.	N.S.W.	QLD.	S.A.	W.A.	N.T.	A.C.T	TAS.	Undefined	Total
Special events and Targeted Programs	Yes	314	167	78	30	70	2	12	33	59	<b>765</b>
	<i>Percent</i>	<i>41</i>	<i>21.8</i>	<i>10.2</i>	<i>3.9</i>	<i>9.2</i>	<i>0.3</i>	<i>1.6</i>	<i>4.3</i>	<i>7.7</i>	
	No	249	167	32	29	68	1	2	22	47	<b>617</b>
	<i>Percent</i>	<i>40.4</i>	<i>27.1</i>	<i>5.2</i>	<i>4.7</i>	<i>11</i>	<i>0.2</i>	<i>0.3</i>	<i>3.6</i>	<i>7.6</i>	
	Don't Know	6	6	1	2	1			1		<b>17</b>
	<i>Percent</i>	<i>35.3</i>	<i>35.3</i>	<i>5.9</i>	<i>11.8</i>	<i>5.9</i>			<i>5.9</i>		
Coaching Services & Court Hire	Yes	498	309	105	57	118	3	14	46	84	<b>1234</b>
	<i>Percent</i>	<i>40.4</i>	<i>25</i>	<i>8.5</i>	<i>4.6</i>	<i>9.6</i>	<i>0.2</i>	<i>1.1</i>	<i>3.7</i>	<i>6.8</i>	
	No	87	45	9	6	24			11	27	<b>209</b>
	<i>Percent</i>	<i>41.6</i>	<i>21.5</i>	<i>4.3</i>	<i>2.9</i>	<i>11.5</i>			<i>5.3</i>	<i>12.9</i>	
	Don't Know	2	4		1	1					<b>8</b>
	<i>Percent</i>	<i>25</i>	<i>50</i>		<i>12.5</i>	<i>12.5</i>					
Social Internal Competition	Yes	415	272	100	51	121	2	9	35	81	<b>1086</b>
	<i>Percent</i>	<i>38.2</i>	<i>25</i>	<i>9.2</i>	<i>4.7</i>	<i>11.1</i>	<i>0.2</i>	<i>0.8</i>	<i>3.2</i>	<i>7.5</i>	
	No	160	78	14	13	19	1	5	20	31	<b>341</b>
	<i>Percent</i>	<i>46.9</i>	<i>22.9</i>	<i>4.1</i>	<i>3.8</i>	<i>5.6</i>	<i>0.3</i>	<i>1.5</i>	<i>5.9</i>	<i>9.1</i>	
	Don't Know	1	2		1				1	1	<b>6</b>
	<i>Percent</i>	<i>16.7</i>	<i>33.3</i>		<i>16.7</i>				<i>16.7</i>	<i>16.7</i>	
Club Membership program	Yes	296	187	72	35	81		10	28	53	<b>762</b>
	<i>Percent</i>	<i>38.8</i>	<i>24.5</i>	<i>9.4</i>	<i>4.6</i>	<i>10.6</i>		<i>1.3</i>	<i>3.7</i>	<i>7</i>	
	No	237	138	34	22	48	3	3	26	52	<b>563</b>
	<i>Percent</i>	<i>42.1</i>	<i>24.5</i>	<i>6</i>	<i>3.9</i>	<i>8.5</i>	<i>0.5</i>	<i>0.5</i>	<i>4.6</i>	<i>9.2</i>	
	Don't Know	26	11	5	4	7			1	2	<b>56</b>
	<i>Percent</i>	<i>46.4</i>	<i>19.6</i>	<i>8.9</i>	<i>7.1</i>	<i>12.5</i>			<i>1.8</i>	<i>3.6</i>	
External Competition - Inter-club play	Yes	495	201	80	57	95	1	11	35	76	<b>1051</b>
	<i>Percent</i>	<i>47.1</i>	<i>19.1</i>	<i>7.6</i>	<i>5.4</i>	<i>9</i>	<i>0.1</i>	<i>1</i>	<i>3.3</i>	<i>7.2</i>	
	No	92	143	30	11	42	2	3	22	36	<b>381</b>
	<i>Percent</i>	<i>24.1</i>	<i>37.5</i>	<i>7.9</i>	<i>2.9</i>	<i>11</i>	<i>0.5</i>	<i>0.8</i>	<i>5.8</i>	<i>9.4</i>	
	Don't Know	2	4	2		1					<b>9</b>
	<i>Percent</i>	<i>22.2</i>	<i>44.4</i>	<i>22.2</i>		<i>11.1</i>					
Tournaments and Matchplay Opportunities	Yes	303	159	74	41	104	2	8	23	65	<b>779</b>
	<i>Percent</i>	<i>38.9</i>	<i>20.4</i>	<i>9.5</i>	<i>5.3</i>	<i>13.4</i>	<i>0.3</i>	<i>1</i>	<i>3</i>	<i>8.3</i>	
	No	253	180	33	20	35	1	6	29	42	<b>599</b>
	<i>Percent</i>	<i>42.2</i>	<i>30.1</i>	<i>5.5</i>	<i>3.3</i>	<i>5.8</i>	<i>0.2</i>	<i>1</i>	<i>4.8</i>	<i>7</i>	
	Don't Know	4	2	1	2	2			2		<b>13</b>
	<i>Percent</i>	<i>30.8</i>	<i>15.4</i>	<i>7.7</i>	<i>15.4</i>	<i>15.4</i>			<i>15.4</i>		
Training Environment	Yes	239	127	66	31	37	3	9	21	59	<b>592</b>
	<i>Percent</i>	<i>40.4</i>	<i>21.5</i>	<i>11.1</i>	<i>5.2</i>	<i>6.3</i>	<i>0.5</i>	<i>1.5</i>	<i>3.5</i>	<i>10</i>	
	No	320	208	40	29	94		4	32	50	<b>777</b>
	<i>Percent</i>	<i>41.2</i>	<i>26.8</i>	<i>5.1</i>	<i>3.7</i>	<i>12.1</i>		<i>0.5</i>	<i>4.1</i>	<i>6.4</i>	
	Don't Know	7	3	3		4		1	3		<b>21</b>
	<i>Percent</i>	<i>33.3</i>	<i>14.3</i>	<i>14.3</i>		<i>19</i>		<i>4.8</i>	<i>14.3</i>		
	<i>(%)</i>	<i>33.3</i>	<i>14.3</i>	<i>14.3</i>		<i>19</i>		<i>4.8</i>	<i>14.3</i>		

### **5.6.2 Further Analysis – Participation**

#### ***Qualitative Insights***

*"Saturday tennis is decreasing in numbers. The club is at risk of having insufficient members."*

*"The development of our juniors is paramount to the future of our club's existence. Our area, within one of the State's quickest growing population corridors, promises to provide us with tremendous opportunities to market to the youth element and to target the as yet untapped 'social' player."*

*"TA - please bring back programs aimed at getting people to play tennis. We need with recruiting and keeping players involved in activities."*

Qualitative data collected in Questions 30-32 revealed that many club representatives perceive that participation in the sport of tennis is in decline, and they understand this as a threat to their facility's existence. On a positive note, however, in particular in response to Q. 30, many club representatives noted that opportunities exist to tap into currently under-serviced markets (children, social players, and families were identified by respondents). As noted from the *Qualitative Insights* above, club representatives are cognizant of an overall decline in participation, and understand membership to be at the core of their success. For this reason, many respondents (through answers to Q. 32) have urged governing bodies (national and state) to assist them by developing promotions and programs to develop participation in the sport.

Interestingly, as discussed further in Q.30, club representatives noted the opportunity for the future of their club to be in the development of programs to target under-serviced groups. It was common for respondents to suggest that more social tennis programming must be implemented. However, results from the current study (Table 15a) show that almost 76% of clubs are providing "Social Internal Matchplay". It is possible that the currently offered "Social Internal Matchplay" does not cater for the consumer that club representatives perceive can be further tapped. More research is required to understand social tennis consumers and the types of programming that might appeal to this market.



### **5.6.3 Conclusions -- Participation**

A larger issue to consider from a management perspective is one of financial management and use of funds. Despite participation decline being recognised as a core problem, and the development of programs and promotions being identified as opportunities for tennis facilities to develop for the future, results from this study (see Q.13) reveal that clubs do not allocate money (at least through cash reserves) for this purpose. Instead, they are calling for action from state and national governing bodies. State and national governing bodies already provide some programming for participation and membership development, however results from this study suggest that clubs want greater services in relation to developing membership. This may be as simple as providing a better range of internal marketing and communication from Tennis Australia through the Member Associations. It must be noted that Tennis Australia had re-branded and launched new marketing campaigns since the time that this data was collected.

Further, the lack of attention paid to developing participation programming at clubs may be related to declining volunteer numbers in clubs. Clubs may perceive that they are unable to deliver participation programs as the implementation and delivery of these would require further volunteer investment of time and effort.

#### **5.6.4 Recommendations – Participation**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Review internal marketing of existing Tennis Australia participation programs
- Review internal communications to clubs through member associations. The database developed through this research project may assist Tennis Australia to communicate with existing clubs
- Devise grant programs for clubs to apply for funding specifically for participation development
- Ensure volunteer management education programs include the need to prioritise participation programming as part of the budget
- Raise awareness of other organisations who offer participation funding grants (such as VicHealth, Go For Your Life etc.)
- Explore models of participation programs (such as AusKick) who pay sport development officers to run their programs and require parents to volunteer as part of their child’s participation
- Further research to understand different programs and services that can be offered for “social tennis” beyond “social internal matchplay”
- Consider innovative tennis programs and delivery that appeals to Generation Y and taps into the consumer market that desires a less traditional model of participation
- Explore models of “best practice” in participation develop and provide case studies of successful tennis facilities.
- Explore the price sensitivity of tennis consumers in order to further refine any product of service offering
- Explore how far people are willing to travel to play tennis

### **5.6.5 MapInfo TATools Application—Participation**

MapInfo will allow Tennis Australia to:

- Locate and identify current tennis clubs across Australia and analyse surrounding population demographics to determine target markets for individual clubs, regions, or states.
- Locate and identify existing tennis facilities and those facilities (both tennis and non-tennis) compete with for participants within the area
- Locate and identify existing tennis facilities that are used when courts are at full capacity

## **5.7 Questionnaire Section Seven: Court Usage**

There were a range of questions in the questionnaire that specifically asked respondents to provide details about how and when courts are being used at their facility.

Results for Court Usage are reported in five key result areas:

- 5.7.1 Statistical results- Court Usage
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.7.2 Further Analysis- Court Usage
  - Qualitative insights and further statistical analysis
- 5.7.3 Conclusions- Court Usage
- 5.7.4 Recommendations- Court Usage
- 5.7.5 MapInfo TA Tools Application- Court Usage

**5.7.1 Statistical Results—Court Usage**

*Q. 16: During a typical week in season, are your courts at anytime used to their full capacity?*

Nationally, as can be seen from Tables 84 and 85 below, over 80% of clubs reported their courts being used to full capacity at some time during a typical week. Full capacity occurred most commonly on Saturday Afternoons, and least commonly All Day Sunday.

As can be seen from Tables 86-95 below, states indicate that tennis is in a healthy state with courts being at full capacity at least some time during a typical week. State data suggest that at least 75% of clubs in each state report that their courts are at full capacity a least some time in a week. 95.6% of clubs in South Australia report that they are at full capacity at least some time during a typical week. Night tennis accounts for weekday reporting of courts at full capacity.

**Table 84: National Statistical Table - Courts at Full Capacity**

<b>Full Capacity?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	1202	81.4
No	274	18.6
<b>Total</b>	1476	100.0

**Table 85: National Statistical Table - Timing of Full Capacity**

<b>When are Courts at Full Capacity</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	852	1242	1732	1558
	Table Response	2.2	3.3	4.6	4.1
Tuesday	Frequency	902	1445	2037	1757
	Table Response	2.4	3.8	5.4	4.6
Wednesday	Frequency	952	1491	2161	1823
	Table Response	2.5	3.9	5.7	4.8
Thursday	Frequency	903	1434	2035	1684
	Table Response	2.4	3.8	5.4	4.4
Friday	Frequency	723	997	1522	1218
	Table Response	1.9	2.6	4.0	3.2
Saturday	Frequency	984	1628	2323	1621
	Table Response	2.6	4.3	6.1	4.3
Sunday	Frequency	570	767	893	662
	Table Response	1.5	2.0	2.4	1.7

**Table 86: State Statistical Table - Courts at Full Capacity**

<b>Are Courts Over-Utilised?</b>		<b>Yes</b>	<b>No</b>
Victoria	Frequency	520	81
	Percent	86.5	13.5
New South Wales	Frequency	270	90
	Percent	75.0	25.0
Queensland	Frequency	89	28
	Percent	76.1	23.9
South Australia	Frequency	65	3
	Percent	95.6	4.4
Western Australia	Frequency	108	35
	Percent	75.5	24.5
Northern Territory	Frequency	3	
	Percent	100	
Australian Capital Territory	Frequency	14	
	Percent	100	
Tasmania	Frequency	43	14
	Percent	75.4	24.6
Undefined	Frequency	90	23
	Percent	79.6	20.4

**Table 87: Victorian Statistical Table - Timing of Full Capacity**

<b>Full Capacity-Victoria</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	335	548	714	644
	Table Response Percent	2.1	3.5	4.5	4.1
Tuesday	Frequency	340	629	824	725
	Table Response Percent	2.1	4.0	5.2	4.6
Wednesday	Frequency	353	634	865	736
	Table Response Percent	2.2	4.0	5.4	4.6
Thursday	Frequency	344	627	833	692
	Table Response Percent	2.2	3.9	5.2	4.4
Friday	Frequency	253	346	532	419
	Table Response Percent	1.6	2.2	3.3	2.6
Saturday	Frequency	440	861	1141	790
	Table Response Percent	2.8	5.4	7.2	5.0
Sunday	Frequency	232	393	356	276
	Table Response Percent	1.5	2.5	2.2	1.7

**Table 88: New South Wales Statistical Table - Timing of Full Capacity**

<b>Full Capacity- New South Wales</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	292	382	413	421
	Table Response Percent	2.9	3.8	4.1	4.2
Tuesday	Frequency	297	422	473	451
	Table Response Percent	3.0	4.2	4.7	4.5
Wednesday	Frequency	322	433	515	491
	Table Response Percent	3.2	4.3	5.2	4.9
Thursday	Frequency	293	393	450	418
	Table Response Percent	2.9	3.9	4.5	4.2
Friday	Frequency	252	331	365	326
	Table Response Percent	2.5	3.3	3.7	3.3
Saturday	Frequency	296	377	421	361
	Table Response Percent	3.0	3.8	4.2	3.6
Sunday	Frequency	202	192	194	175
	Table Response Percent	2.0	1.9	1.9	1.8

**Table 89: Queensland Statistical Table - Timing of Full Capacity**

<b>Full Capacity- Queensland</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	104	115	226	192
	Table Response Percent	2.6	2.8	5.6	4.7
Tuesday	Frequency	99	123	256	207
	Table Response Percent	2.4	3.0	6.3	5.1
Wednesday	Frequency	119	118	256	205
	Table Response Percent	2.9	2.9	6.3	5.0
Thursday	Frequency	91	117	233	188
	Table Response Percent	2.2	2.9	5.7	4.6
Friday	Frequency	92	122	221	176
	Table Response Percent	2.3	3.0	5.4	4.3
Saturday	Frequency	91	103	222	141
	Table Response Percent	2.2	2.5	5.5	3.5
Sunday	Frequency	53	47	85	63
	Table Response Percent	1.3	1.2	2.1	1.5

**Table 90: South Australian Statistical Table - Timing of Full Capacity**

<b>Full Capacity- South Australia</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	24	28	107	88
	Table Response Percent	1.2	1.4	5.2	4.3
Tuesday	Frequency	39	35	125	100
	Table Response Percent	1.9	1.7	6.1	4.8
Wednesday	Frequency	39	51	154	111
	Table Response Percent	1.9	2.5	7.5	5.4
Thursday	Frequency	51	48	161	122
	Table Response Percent	2.5	2.3	7.8	5.9
Friday	Frequency	33	35	124	85
	Table Response Percent	1.6	1.7	6.0	4.1
Saturday	Frequency	51	70	186	117
	Table Response Percent	2.5	3.4	9.0	5.7
Sunday	Frequency	17	9	38	17
	Table Response Percent	0.8	0.4	1.8	0.8

**Table 91: Western Australian Statistical Table - Timing of Full Capacity**

<b>Full Capacity- Western Australia</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	12	41	60	28
	Table Response Percent	0.8	2.6	3.8	1.8
Tuesday	Frequency	22	62	94	36
	Table Response Percent	1.4	3.9	5.9	2.3
Wednesday	Frequency	19	85	129	55
	Table Response Percent	1.2	5.3	8.1	3.4
Thursday	Frequency	15	76	95	43
	Table Response Percent	0.9	4.8	5.9	2.7
Friday	Frequency	16	56	83	43
	Table Response Percent	1.0	3.5	5.2	2.7
Saturday	Frequency	21	66	135	38
	Table Response Percent	1.3	4.1	8.4	2.4
Sunday	Frequency	19	58	138	54
	Table Response Percent	1.2	3.6	8.6	3.4



**Table 92: Northern Territory Statistical Table - Timing of Full Capacity**

<b>Full Capacity-Northern Territory</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	2	1	16	13
	Table Response Percent	1.2	0.6	9.5	7.7
Tuesday	Frequency	2	1	14	11
	Table Response Percent	1.2	0.6	8.3	6.5
Wednesday	Frequency	1	2	13	10
	Table Response Percent	0.6	1.2	7.7	6.0
Thursday	Frequency	2	1	14	11
	Table Response Percent	1.2	0.6	8.3	6.5
Friday	Frequency	2	1	14	11
	Table Response Percent	1.2	0.6	8.3	6.5
Saturday	Frequency	1	2	13	10
	Table Response Percent	0.6	1.2	7.7	6.0
Sunday	Frequency	2	1	16	13
	Table Response Percent	1.2	0.6	9.5	7.7

**Table 93: Australian Capital Territory Statistical Table - Timing of Full Capacity**

<b>Full Capacity-Australian Capital Territory</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	2	8	17	26
	Table Response Percent	0.5	2.0	4.2	6.4
Tuesday	Frequency	2	14	20	31
	Table Response Percent	0.5	3.4	4.9	7.6
Wednesday	Frequency	1	16	16	21
	Table Response Percent	0.2	3.9	3.9	5.2
Thursday	Frequency	2	15	22	29
	Table Response Percent	0.5	3.7	5.4	7.1
Friday	Frequency	2	14	14	22
	Table Response Percent	0.5	3.4	3.4	5.4
Saturday	Frequency	1	23	17	21
	Table Response Percent	0.2	5.7	4.2	5.2
Sunday	Frequency	0	18	14	19
	Table Response Percent	0	4.4	3.4	4.7

**Table 94: Tasmania Statistical Table - Timing of Full Capacity**

<b>Full Capacity-Tasmania</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	43	39	53	50
	Table Response Percent	3.5	3.2	4.3	4.1
Tuesday	Frequency	47	41	57	56
	Table Response Percent	3.8	3.3	4.7	4.6
Wednesday	Frequency	50	57	63	70
	Table Response Percent	4.1	4.7	5.1	5.7
Thursday	Frequency	46	46	45	50
	Table Response Percent	3.8	3.8	3.7	4.1
Friday	Frequency	35	36	47	46
	Table Response Percent	2.9	2.9	3.8	3.8
Saturday	Frequency	34	34	45	48
	Table Response Percent	2.8	2.8	3.7	3.9
Sunday	Frequency	27	25	13	22
	Table Response Percent	2.2	2.0	1.1	1.8

**Table 95: Undefined Statistical Table - Timing of Full Capacity**

<b>Full Capacity-Undefined</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	38	80	126	96
	Table Response Percent	1.5	3.1	4.9	3.8
Tuesday	Frequency	54	118	174	140
	Table Response Percent	2.1	4.6	6.8	5.5
Wednesday	Frequency	48	95	150	124
	Table Response Percent	1.9	3.7	5.9	4.9
Thursday	Frequency	59	111	182	131
	Table Response Percent	2.3	4.4	7.1	5.1
Friday	Frequency	38	56	122	90
	Table Response Percent	1.5	2.2	4.8	3.5
Saturday	Frequency	49	92	143	95
	Table Response Percent	1.9	3.6	5.6	3.7
Sunday	Frequency	20	25	55	36
	Table Response Percent	0.8	1.0	2.2	1.4

*Q. 18: During a typical week in season, are your courts under-utilised at anytime?*

As tennis can be played at different times of the year, and at different locations, Clubs were asked to specify if and how often their courts may be under-utilised. Nationally, over 80% of clubs stated their courts were at full capacity during a typical week. As can be seen from Table 96 below, a greater percentage (84.7%) of facilities reported under-utilisation throughout the week. The results of this question show courts are most commonly under-utilised 'All Day Monday'.

State data (presented in Tables 98-107 show that consistently, facilities in each state are underutilised during the day, particularly early in the week.

**Table 96: National Statistical Table - Under-utilised Courts**

<b>Under-utilised?</b>	<b>Frequency</b>	<b>Percent</b>
Yes	1211	84.7
No	218	15.3
<b>Total</b>	1429	100.0

**Table 97: National Statistical Table - Timing of Under-utilisation**

<b>Are Courts Under-Utilised?</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	3167	2249	1629	1621
	<i>Table Response</i>	5.9	4.2	3.0	3.0
Tuesday	Frequency	2994	2077	1522	1483
	<i>Table Response</i>	5.6	3.9	2.8	2.8
Wednesday	Frequency	2952	2141	1504	1449
	<i>Table Response</i>	5.5	4.0	2.8	2.7
Thursday	Frequency	3017	2067	1479	1484
	<i>Table Response</i>	5.6	3.9	2.8	2.8
Friday	Frequency	3063	2150	1468	1520
	<i>Table Response</i>	5.7	4.0	2.7	2.8
Saturday	Frequency	2289	1305	1081	1374
	<i>Table Response</i>	4.3	2.4	2.0	2.6
Sunday	Frequency	2737	1494	1041	1246
	<i>Table Response</i>	5.1	2.8	1.9	2.3

**Table 98: State Statistical Table - Court Under-Utilisation**

<b>Are Courts Under-Utilised?</b>		<b>Yes</b>	<b>No</b>
Victoria	Frequency	498	83
	Percent	85.7	14.3
New South Wales	Frequency	296	58
	Percent	83.6	16.4
Queensland	Frequency	93	20
	Percent	82.3	17.7
South Australia	Frequency	60	6
	Percent	90.9	9.1
Western Australia	Frequency	116	24
	Percent	82.9	17.1
Northern Territory	Frequency	2	1
	Percent	66.7	33.3
Australian Capital Territory	Frequency	13	1
	Percent	92.9	7.1
Tasmania	Frequency	49	5
	Percent	90.7	9.3
Undefined	Frequency	84	20
	Percent	80.8	19.2

**Table 99: Victorian Statistical Table - Timing of Under-utilisation**

<b>Under-utilised-Victoria</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	1352	923	652	639
	Table Response Percent	6.1	4.1	2.9	2.9
Tuesday	Frequency	1302	852	627	597
	Table Response Percent	5.8	3.8	2.8	2.7
Wednesday	Frequency	1294	899	636	587
	Table Response Percent	5.8	4.0	2.8	2.6
Thursday	Frequency	1305	851	614	599
	Table Response Percent	5.8	3.8	2.8	2.7
Friday	Frequency	1323	864	596	624
	Table Response Percent	5.9	3.9	2.7	2.8
Saturday	Frequency	915	469	399	540
	Table Response Percent	4.1	2.1	1.8	2.4
Sunday	Frequency	1223	627	451	557
	Table Response Percent	5.5	2.8	2.0	2.5

**Table 100: New South Wales Statistical Table - Timing of Under-utilisation**

<b>Under-utilised- New South Wales</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	717	523	516	424
	Table Response Percent	5.5	4.0	4.0	3.3
Tuesday	Frequency	656	477	474	367
	Table Response Percent	5.1	3.7	3.7	2.8
Wednesday	Frequency	606	446	405	332
	Table Response Percent	4.7	3.4	3.1	2.6
Thursday	Frequency	617	455	434	353
	Table Response Percent	4.8	3.5	3.4	2.7
Friday	Frequency	656	509	456	401
	Table Response Percent	5.1	3.9	3.5	3.1
Saturday	Frequency	569	361	375	370
	Table Response Percent	4.4	2.8	2.9	2.9
Sunday	Frequency	590	317	268	281
	Table Response Percent	4.6	2.4	2.1	2.2

**Table 101: Queensland Statistical Table - Timing of Under-utilisation**

<b>Under-utilised- Queensland</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	176	187	89	116
	Table Response Percent	4.8	5.1	2.4	3.2
Tuesday	Frequency	151	169	79	99
	Table Response Percent	4.1	4.6	2.2	2.7
Wednesday	Frequency	164	186	95	110
	Table Response Percent	4.5	5.1	2.6	3.0
Thursday	Frequency	164	169	80	116
	Table Response Percent	4.5	4.6	2.2	3.2
Friday	Frequency	180	188	76	118
	Table Response Percent	4.9	5.1	2.1	3.2
Saturday	Frequency	172	119	61	128
	Table Response Percent	4.7	3.2	1.7	3.5
Sunday	Frequency	164	131	60	115
	Table Response Percent	4.5	3.6	1.6	3.1

**Table 102: South Australian Statistical Table - Timing of Under-utilisation**

<b>Under-utilised - South Australia</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	138	168	69	97
	Table Response Percent	4.8	5.8	2.4	3.3
Tuesday	Frequency	144	153	57	105
	Table Response Percent	5.0	5.3	2.0	3.6
Wednesday	Frequency	130	161	69	115
	Table Response Percent	4.5	5.6	2.4	4.0
Thursday	Frequency	141	162	63	109
	Table Response Percent	4.9	5.6	2.2	3.8
Friday	Frequency	128	170	69	101
	Table Response Percent	4.4	5.9	2.4	3.5
Saturday	Frequency	49	51	16	65
	Table Response Percent	1.7	1.8	0.6	2.2
Sunday	Frequency	117	127	57	65
	Table Response Percent	4.0	4.4	2.0	2.2

**Table 103: West Australian Statistical Table - Timing of Under-utilisation**

<b>Under-utilised- Western Australia</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	381	149	110	104
	Table Response Percent	7.9	3.1	2.3	2.2
Tuesday	Frequency	356	120	99	91
	Table Response Percent	7.4	2.5	2.0	1.9
Wednesday	Frequency	388	151	124	101
	Table Response Percent	8.0	3.1	2.6	2.1
Thursday	Frequency	380	145	108	103
	Table Response Percent	7.9	3.0	2.2	2.1
Friday	Frequency	387	161	108	105
	Table Response Percent	8.0	3.3	2.2	2.2
Saturday	Frequency	305	122	87	99
	Table Response Percent	6.3	2.5	1.8	2.0
Sunday	Frequency	295	101	81	76
	Table Response Percent	6.1	2.1	1.7	1.6

**Table 104: Northern Territory Statistical Table - Timing of Under-utilisation**

<b>Under-utilised-Northern Territory</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	2	10	1	2
	Table Response Percent	1.7	8.5	0.9	1.7
Tuesday	Frequency	2	10	1	2
	Table Response Percent	1.7	8.5	0.9	1.7
Wednesday	Frequency	3	15	2	4
	Table Response Percent	2.6	12.8	1.7	3.4
Thursday	Frequency	2	10	1	2
	Table Response Percent	1.7	8.5	0.9	1.7
Friday	Frequency	2	10	1	2
	Table Response Percent	1.7	8.5	0.9	1.7
Saturday	Frequency	2	10	2	4
	Table Response Percent	1.7	8.5	1.7	3.4
Sunday	Frequency	2	10	1	2
	Table Response Percent	1.7	8.5	0.9	1.7

**Table 105: Australian Capital Territory Statistical Table - Timing of Under-utilisation**

<b>Under-utilised-Australian Capital Territory</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	28	33	40	24
	Table Response Percent	3.5	4.2	5.0	3.0
Tuesday	Frequency	25	37	46	32
	Table Response Percent	3.1	4.7	5.8	4.0
Wednesday	Frequency	22	31	32	20
	Table Response Percent	2.8	3.9	4.0	2.5
Thursday	Frequency	29	30	35	23
	Table Response Percent	3.6	3.8	4.4	2.9
Friday	Frequency	26	29	35	17
	Table Response Percent	3.3	3.6	4.4	2.1
Saturday	Frequency	19	25	33	28
	Table Response Percent	2.4	3.1	4.2	3.5
Sunday	Frequency	21	34	24	17
	Table Response Percent	2.6	4.3	3.0	2.1

**Table 106: Tasmanian Statistical Table - Timing of Under-utilisation**

<b>Under-utilised-Tasmania</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	116	102	59	77
	Table Response Percent	5.9	5.2	3.0	3.9
Tuesday	Frequency	99	99	48	68
	Table Response Percent	5.0	5.0	2.4	3.5
Wednesday	Frequency	94	83	46	62
	Table Response Percent	4.8	4.2	2.3	3.2
Thursday	Frequency	115	94	52	69
	Table Response Percent	5.9	4.8	2.6	3.5
Friday	Frequency	109	76	39	45
	Table Response Percent	5.5	3.9	2.0	2.3
Saturday	Frequency	97	24	27	45
	Table Response Percent	4.9	1.2	1.4	2.3
Sunday	Frequency	102	39	34	44
	Table Response Percent	5.2	2.0	1.7	2.2

**Table 107: Undefined Statistical Table - Timing of Under-utilisation**

<b>Under-utilised-Undefined</b>		<b>All Day</b>	<b>Morning</b>	<b>Afternoon</b>	<b>Night</b>
Monday	Frequency	257	154	93	138
	Table Response Percent	6.3	3.8	2.3	3.4
Tuesday	Frequency	259	160	91	122
	Table Response Percent	6.4	3.9	2.2	3.0
Wednesday	Frequency	251	169	95	118
	Table Response Percent	6.2	4.2	2.3	2.9
Thursday	Frequency	264	151	92	110
	Table Response Percent	6.5	3.7	2.3	2.7
Friday	Frequency	252	143	88	107
	Table Response Percent	6.2	3.5	2.2	2.6
Saturday	Frequency	161	124	81	95
	Table Response Percent	4.0	3.1	2.0	2.3
Sunday	Frequency	223	108	65	89
	Table Response Percent	5.5	2.7	1.6	2.2



### **5.7.2 Further Analysis – Court Usage**

#### ***Qualitative Insights***

*"We have developed a program where mothers can play tennis uninterrupted under the guidance of coaches. While this is going on the 0-2 yr olds are in a childcare facility in the clubhouse while the 3 yr old and over to be part in a movement program with the emphasis on developing skills needed to play tennis. We have waitlists on this program"*

*"To use our facilities in a wider range of usages ie. Corporate world, multi cultural groups and education sector - would require an administrator to administer this movement"*

*"I am hoping that we can work closely with Tennis Australia to encourage more people to play at this tennis centre and in general."*

*"[An opportunity exists if we had] some lighting ,so we could play later in the day and not during the hottest part of the day."*

A one-way ANOVA was performed to determine court usage for those courts who do have lights. It was found (at the level of 0.01 significance) that

- those facilities with 5 or more courts under lights are more likely to be at full capacity at night.
- All facilities with lights were more likely to be underutilised during the day.

Clubs that have \$20,000 or more in cash reserves are:

- More likely to have 5 or more courts at their facility
- More likely to have 12 or more courts at their facility

Clubs that have less than \$5,000 in cash reserves are:

- More likely to have less than 5 courts at their facility

Clubs that have more than \$5000 in cash reserves are:

- More likely to have at least 5 courts under lights.

Clubs were also asked to specify whether they utilise additional tennis facilities should their own courts ever operate at full capacity. For example, whether there is the option to use nearby schools, churches, or other properties.

They were also asked if they were aware of any additional locations or facilities tennis may be played when their own courts are under-utilised. For example, schools, churches, or other properties that might be in competition.

The power of this data can be gleaned from the MapInfo software which will allow Tennis Australia to locate a particular club of interest and determine if other clubs are used, and where they are located.

### **5.7.3 Conclusions—Court Usage**

Although, as seen from Q. 15, clubs offer a variety of services for different consumer groups, qualitative data from Q. 30-32 suggested that club representatives recognise that more can be achieved to further develop participation, and therefore increase court usage. Results from this question corroborate with results and analysis from Section Six: Participation.

Those clubs that have more courts, and more courts under lights (hence greater opportunities for maximising court utilisation) are generally those that have greater cash reserves. It is possible that these clubs have greater cash reserves *because* they have been able to maximise court usage and income streams. More research is required to understand social tennis consumers and the types of programming that might appeal to this market and generate increased court usage.

On a positive note, as demonstrated by the *Qualitative Insights* above, club representatives are, in general, willing to work with Tennis Australia to further encourage participation and therefore increase court usage. However, as has been noted in the previous section addressing Participation, clubs do not allocate funds from cash reserves to participation programming.

Although club representatives report that they do not allocate cash reserves for participation programming, they do allocate cash reserves for facility infrastructure development. As can be seen from the Open Ended text responses in answer to Q13 (regarding Cash Reserves) in Table 33, club representatives do invest cash reserves into lighting—which from the current results is perceived to be a key driver for increasing court usage.

The following recommendations are in addition to programmatic issues already noted in *5.6 Section Six: Participation*.

#### **5.7.4 Recommendations – Court Usage**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Devise grant programs for facilities that incorporate installation of lighting
- Analyse clusters of tennis facilities in geographic regions to reduce competition between facilities and maximise court utilisation
- Devise alliances with other facilities and service providers to ensure court usage is maximised.

#### **5.7.5 MapInfo TATools Application—Court Usage**

MapInfo software and database will allow Tennis Australia to:

- Locate, identify, and geographically map facilities that offer lighting
- Locate, identify and geographically map current tennis clubs across Australia with any court attribute targeted to maximise court utilisation and analyse surrounding population demographics to determine target markets for individual clubs, regions, or states.
- Locate, identify and geographically map tennis facilities by size (number of courts at facility)
- Execute a cluster analysis of tennis facilities in any geographic region of Australia in order to:
  - Locate, identify and geographically map existing tennis facilities that are used when courts are at full capacity
  - Locate, identify and geographically map facilities that compete with member clubs that might be used when member clubs are underutilised (competitors)

## **5.8 Questionnaire Section Eight: Clubhouse, Amenities and Accessibility**

Information regarding clubhouse structure, refurbishments, condition, and other attributes such as function spaces, kitchens, amenities, and additional services was obtained from questionnaire responses.

Results for *Clubhouse, Amenities and Accessibility* are reported in five key result areas:

- 5.8.1 Statistical results- Clubhouse, Amenities and Accessibility
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.8.2 Further Analysis- Clubhouse, Amenities and Accessibility
  - Qualitative insights and further statistical analysis
- 5.8.3 Conclusions- Clubhouse, Amenities and Accessibility
- 5.8.4 Recommendations- Clubhouse, Amenities and Accessibility
- 5.8.5 MapInfo TA Tools Application- Clubhouse, Amenities and Accessibility

**5.8.1 Statistical Results—Clubhouse, Amenities and Accessibility**

*Q. 20: What is the structure of your clubhouse?*

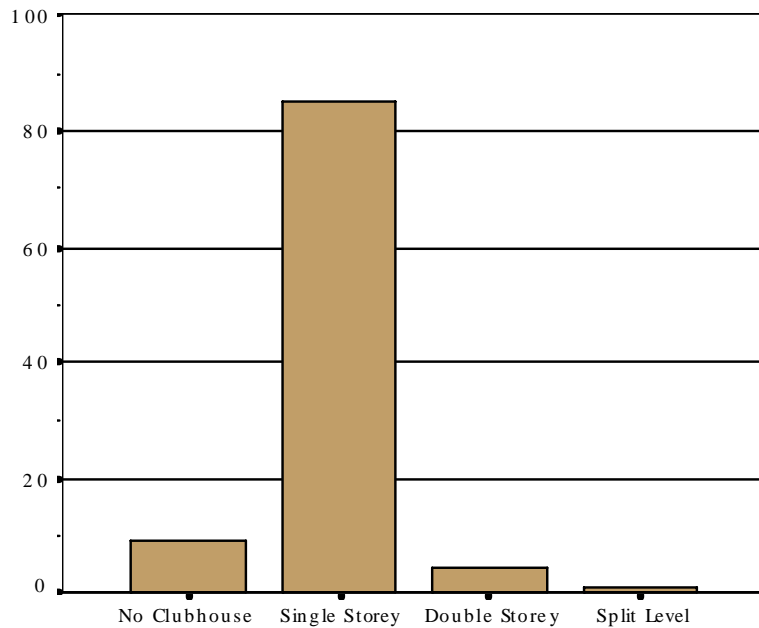
Clubs were asked about the structure of their clubhouse, as reflected by the number of storeys (i.e., double, single, split). Nationally, as presented in Table 108 and Figure 14 below, the majority of clubhouses (85.4%) are single storey.

As can be seen from Table 109 below, in Tasmania, over one third (35.7%) of facilities report having no clubhouse.

**Table 108: National Statistical Table - Clubhouse Structure**

	<b>Frequency</b>	<b>Percent</b>
No Clubhouse	133	9.0
Single Storey	1259	85.4
Double Storey	66	4.5
Split Level	17	1.2
<b>Total</b>	<b>1475</b>	<b>100</b>

**Figure 14: National Bar Chart - Clubhouse Structure**



**Table 109: State Statistical Table - Clubhouse Structure**

Structure of Clubhouse	No Clubhouse		Single Storey		Double Storey		Split Level		Total
	Count		Count		Count		Count		
Victoria	43	7.2	526	87.7	21	3.5	10	1.7	<b>600</b>
New South Wales	29	8.1	310	86.1	20	5.6	1	0.3	<b>360</b>
Queensland	12	10.3	90	77.6	13	11.2	1	0.9	<b>116</b>
South Australia	5	7.4	60	88.2	1	1.5	2	2.9	<b>68</b>
Western Australia	10	6.9	133	91.7	2	1.4			<b>145</b>
Northern Territory	2	66.7	1	33.3					<b>3</b>
Australian Capital Territory	2	14.3	10	71.4	2	14.3			<b>14</b>
Tasmania	20	35.7	33	58.9	2	3.6	1	1.8	<b>56</b>
Undefined	10	8.8	96	85.0	5	4.4	2	1.8	<b>113</b>
<b>Total</b>	<b>133</b>	<b>9.0</b>	<b>1259</b>	<b>85.4</b>	<b>66</b>	<b>4.5</b>	<b>17</b>	<b>1.2</b>	<b>1475</b>

*Q. 21: What is the primary material used to build your clubhouse?*

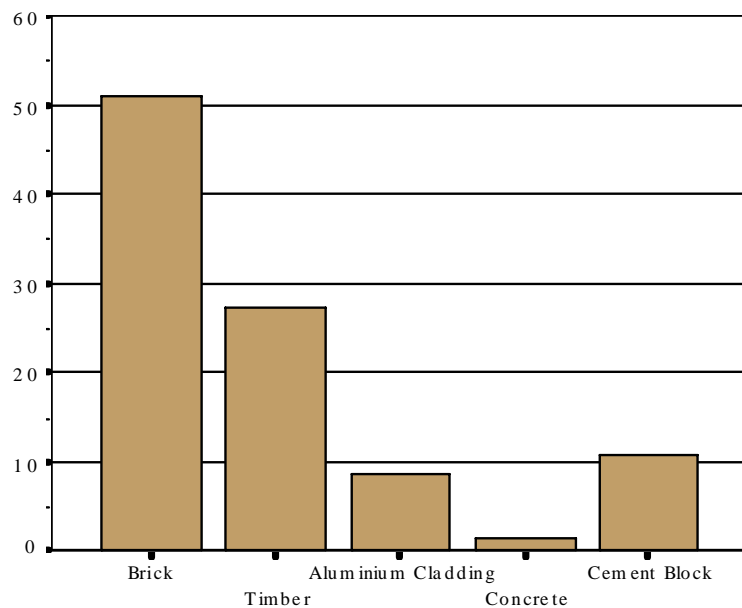
As presented in Table 110 and Figure 15 below, Just over half the clubhouses in Australia are made from 'Brick' (51.3%), with 'Timber' the second-most commonly used material (27.4%).

As can be seen from Table 111, most states follow the national trend with the majority of facilities are made from brick. However, Queensland has the majority of its clubhouses (40.9%) made from timber which probably reflects the climate and the higher number of housing construction being timber.

**Table 110: National Statistical Table - Primary Clubhouse Material**

	<b>Frequency</b>	<b>Percent</b>
Brick	692	51.3
Timber	370	27.4
Aluminium Cladding	120	8.9
Concrete	19	1.4
Cement Block	149	11.0
<b>Total</b>	<b>1350</b>	<b>100</b>

**Figure 15: National Bar Chart - Primary Clubhouse Material**



**Table 111: State Statistical Table - Primary Clubhouse Material**

Primary Building Material of Clubhouse	Brick		Timber		Aluminium Cladding		Concrete		Cement Block		Total
	Count		Count		Count		Count		Count		
Victoria	293	52.1	162	28.8	48	8.5	3	0.5	56	10.0	<b>562</b>
New South Wales	163	49.4	85	25.8	40	12.1	6	1.8	36	10.9	<b>330</b>
Queensland	39	35.5	45	40.9	6	5.5	3	2.7	17	15.5	<b>110</b>
South Australia	31	49.2	7	11.1	7	11.1	2	3.2	16	25.4	<b>63</b>
Western Australia	93	70.5	23	17.4	11	8.3	2	1.5	3	2.3	<b>132</b>
Northern Territory	1	100.0	-	-	-	-	-	-	-	-	<b>1</b>
Australian Capital Territory	6	50.0	3	25.0	-	-	-	-	3	25.0	<b>12</b>
Tasmania	11	29.7	20	54.1	1	2.7	-	-	5	13.5	<b>37</b>
Undefined	55	53.4	25	24.3	7	6.8	3	2.9	13	12.6	<b>103</b>
<b>Total</b>	<b>692</b>	<b>51.3</b>	<b>370</b>	<b>27.4</b>	<b>120</b>	<b>8.9</b>	<b>19</b>	<b>1.4</b>	<b>149</b>	<b>11.0</b>	<b>1350</b>



*Q. 22: Has your clubhouse had a major refurbishment?*

From Table 112, the mean year that a clubhouse was built in Australia was 1974, and was last refurbished in 1995. However, the most frequent year of building (the mode) was in 1965, and refurbishment in 2006. Less than 25% of clubhouses in Australia have been refurbished.

Clearly from Table 113 below, the majority of clubs across all states have not had refurbishment work done on their clubhouse.

**Table 112: National Statistical Table - Number of Major Refurbishments**

<b>Has Club Undergone a Major Refurbishment</b>	<b>Frequency</b>	<b>Percent</b>
Yes	357	23.1
No	1191	76.9

	<b>Frequency</b>	<b>Mode</b>
Year Built	272	1965
Year of Last Redevelopment	357	2006

**Table 113: State Statistical Table - Number of Major Refurbishments**

<b>Has Club Undergone a Major Refurbishment</b>		<b>Yes</b>	<b>No</b>
Victoria	Frequency	138	1410
	Percent	8.9	91.1
New South Wales	Frequency	84	1464
	Percent	5.4	94.6
Queensland	Frequency	35	1513
	Percent	2.3	97.7
South Australia	Frequency	21	1527
	Percent	1.4	98.6
Western Australia	Frequency	38	1510
	Percent	2.5	97.5
Northern Territory	Frequency	1	1547
	Percent	0.1	99.9
Australian Capital Territory	Frequency	3	1545
	Percent	0.2	99.8
Tasmania	Frequency	11	1537
	Percent	0.7	99.3
Undefined	Frequency	26	1522
	Percent	1.7	98.3
Total	Frequency	357	1191
	Percent	23.1	76.9

*Q. 23: In what condition is your clubhouse?*

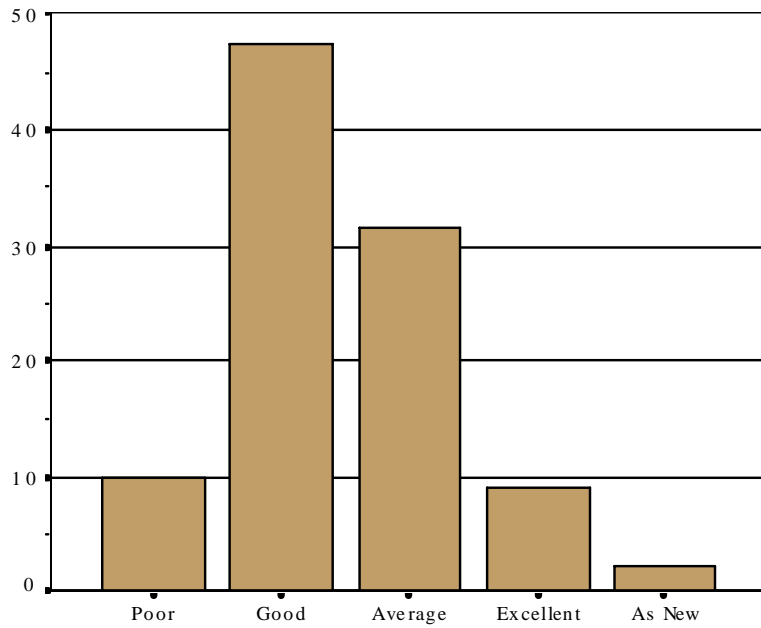
As can be seen from Table 114 and Figure 16 below, the most common condition for clubhouses in Australia was ‘Good’ (47.3%.)

State data from Table 115 indicates that the majority of clubhouses across the nation are generally considered to be in good or average condition. Queensland have the largest percentage of clubs that have clubhouses that are are considered to be Poor (14.7%).

**Table 114:National Statistical Table - Clubhouse Condition**

	<b>Frequency</b>	<b>Percent</b>
Poor	137	10.0
Good	646	47.3
Average	430	31.5
Excellent	124	9.1
As New	30	2.2
<b>Total</b>	<b>1367</b>	<b>100</b>

**Figure 16: National Bar Chart - Clubhouse Condition**



**Table 115: State Statistical Table - Clubhouse Condition**

Condition of Clubhouse	Poor		Good		Average		Excellent		As New		Total
	Count		Count		Count		Count		Count		
Victoria	67	11.8	250	44.1	192	33.9	52	9.2	6	1.1	<b>567</b>
New South Wales	20	5.9	181	53.6	100	29.6	30	8.9	7	2.1	<b>338</b>
Queensland	16	14.7	45	41.3	33	30.3	14	12.8	1	0.9	<b>109</b>
South Australia	7	11.3	30	48.4	19	30.6	4	6.5	2	3.2	<b>62</b>
Western Australia	13	9.5	61	44.5	45	32.8	11	8.0	7	5.1	<b>137</b>
Northern Territory							1	100.0			<b>1</b>
Australian Capital Territory			8	72.7	2	18.2			1	9.1	<b>11</b>
Tasmania	3	8.1	16	43.2	13	35.1	5	13.5			<b>37</b>
Undefined	11	10.5	55	52.4	26	24.8	7	6.7	6	5.7	<b>105</b>
<b>Total</b>	<b>137</b>	<b>10.0</b>	<b>646</b>	<b>47.3</b>	<b>430</b>	<b>31.5</b>	<b>124</b>	<b>9.1</b>	<b>30</b>	<b>2.2</b>	<b>1367</b>

*Q. 24: Does your clubhouse have function space?*

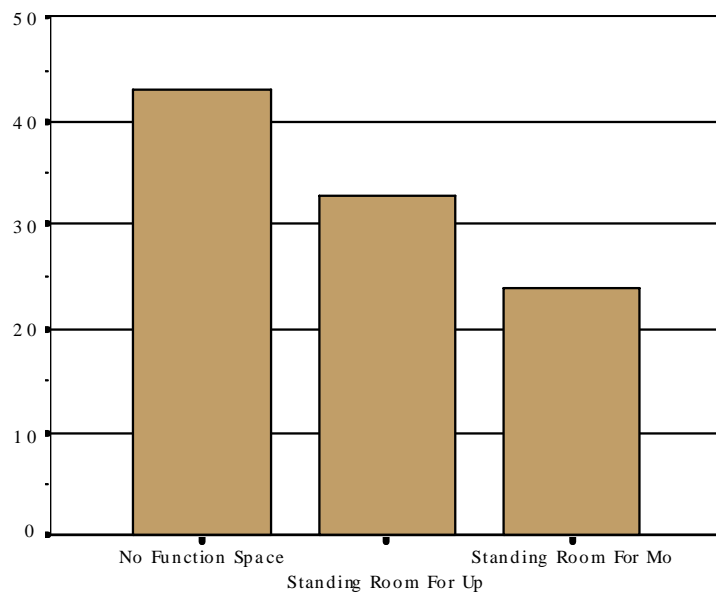
National data from Table 116 and Figure 17 shows the majority of facilities do not have function space (43.2%). Of those that do have function space, it is more common to be able to cater for up to 50 people (32.8%) rather than larger groups.

State data from Table 117 indicates that Western Australian facilities were the only facilities that reported that they could more commonly cater for more than 50 people. On the other hand, the majority of facilities in New South Wales (51%) and Tasmania (60%) reported that they had no function space available.

**Table 116: National Statistical Table - Clubhouse Function Space**

	<b>Frequency</b>	<b>Percent</b>
No Function Space	593	43.2
Standing Room For Up To 50 People	450	32.8
Standing Room For More Than 50 People	330	24.0
<b>Total</b>	<b>1373</b>	<b>100</b>

**Figure 17: National Bar Chart - Clubhouse Function Space**



**Table 117: State Statistical Table - Clubhouse Function Space**

Function Space	No Function Space		Standing Room For Up To 50 People		Standing Room For More Than 50 People		Total
	Count		Count		Count		
Victoria	234	<i>41.1</i>	196	<i>34.4</i>	139	<i>24.4</i>	<b>569</b>
New South Wales	173	<i>51.0</i>	103	<i>30.4</i>	63	<i>18.6</i>	<b>339</b>
Queensland	47	<i>43.1</i>	31	<i>28.4</i>	31	<i>28.4</i>	<b>109</b>
South Australia	26	<i>40.6</i>	22	<i>34.4</i>	16	<i>25.0</i>	<b>64</b>
Western Australia	41	<i>29.9</i>	42	<i>30.7</i>	54	<i>39.4</i>	<b>137</b>
Northern Territory			1	<i>100.0</i>			<b>1</b>
Australian Capital Territory	4	<i>36.4</i>	5	<i>45.5</i>	2	<i>18.2</i>	<b>11</b>
Tasmania	22	<i>59.5</i>	11	<i>29.7</i>	4	<i>10.8</i>	<b>37</b>
Undefined	46	<i>43.4</i>	39	<i>36.8</i>	21	<i>19.8</i>	<b>106</b>
<b>Total</b>	<b>593</b>	<b><i>43.2</i></b>	<b>450</b>	<b><i>32.8</i></b>	<b>330</b>	<b><i>24.0</i></b>	<b>1373</b>

*Q. 25: Tell us about the kitchen in your clubhouse?*

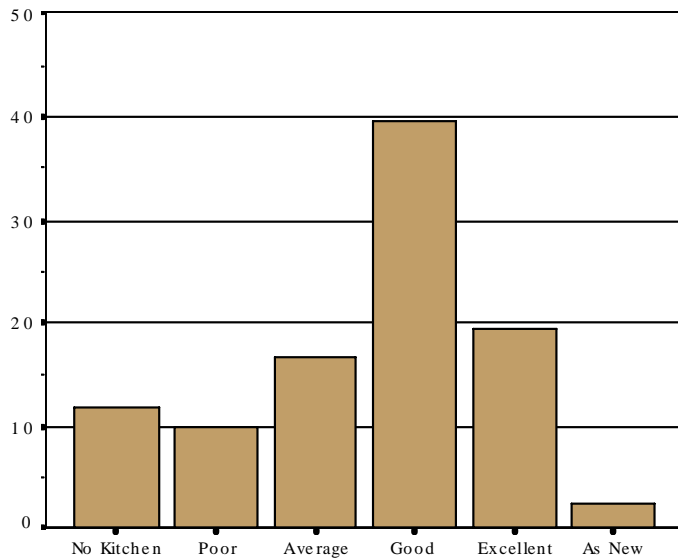
Table 118 and Figure 18 shows that of the 1548 facilities across Australia who responded to this questionnaire, 77% have a kitchen in their facilities. Kitchens were most commonly reported to be in a 'Good' condition (39.5%). Almost two thirds of kitchen spaces were rated above good (good, excellent or as new).

As can be seen from Table 119 below, state totals reflect the national data. Each state reports tennis facilities with kitchens in predominantly "good" condition.

**Table 118: National Statistical Table - Kitchen Condition**

	<b>Frequency</b>	<b>Percent</b>
No Kitchen	163	11.9
Poor	137	10.0
Average	228	16.7
Good	540	39.5
Excellent	264	19.3
As New	34	2.5
<b>Total</b>	<b>1366</b>	<b>100</b>

**Figure 18: National Bar Chart - Kitchen Condition**



**Table 119: State Statistical Table - Kitchen Condition**

Condition of Kitchen	No Kitchen		Poor		Average		Good		Excellent		As New		Total
	Count		Count		Count		Count		Count		Count		
Victoria	59	10.4	63	11.1	98	17.2	224	39.3	114	20.0	12	2.1	<b>570</b>
New South Wales	49	14.6	30	8.9	67	19.9	118	35.1	61	18.2	11	3.3	<b>336</b>
Queensland	17	15.7	9	8.3	13	12.0	48	44.4	20	18.5	1	0.9	<b>108</b>
South Australia	4	6.3	8	12.7	10	15.9	30	47.6	10	15.9	1	1.6	<b>63</b>
Western Australia	10	7.4	12	8.9	14	10.4	54	40.0	41	30.4	4	3.0	<b>135</b>
Northern Territory	1	100.0											<b>1</b>
Australian Capital Territory	1	10.0	1	10.0	2	20.0	5	50.0	1	10.0			<b>10</b>
Tasmania	4	10.8	5	13.5	6	16.2	17	45.9	4	10.8	1	2.7	<b>37</b>
Undefined	18	17.0	9	8.5	18	17.0	44	41.5	13	12.3	4	3.8	<b>106</b>
<b>Total</b>	<b>163</b>	<b>11.9</b>	<b>137</b>	<b>10.0</b>	<b>228</b>	<b>16.7</b>	<b>540</b>	<b>39.5</b>	<b>264</b>	<b>19.3</b>	<b>34</b>	<b>2.5</b>	<b>1366</b>

*Q. 26: Which of the following does your facility/clubhouse provide?*

Clubs were asked to list all the extra facilities provided at their tennis courts, for example 'childcare' 'locker rooms' and 'bar'. These are shown statistically in Table 120 and graphically in Figure 19.

The most common facility was a 'BBQ Area' (829 responses) followed by 'Storeroom' (775 responses) and third was AV equipment (TV) with 499 responses. The provision of "Childcare" at facilities was uncommon, with only 34 clubs nationally reporting that they provide this service.

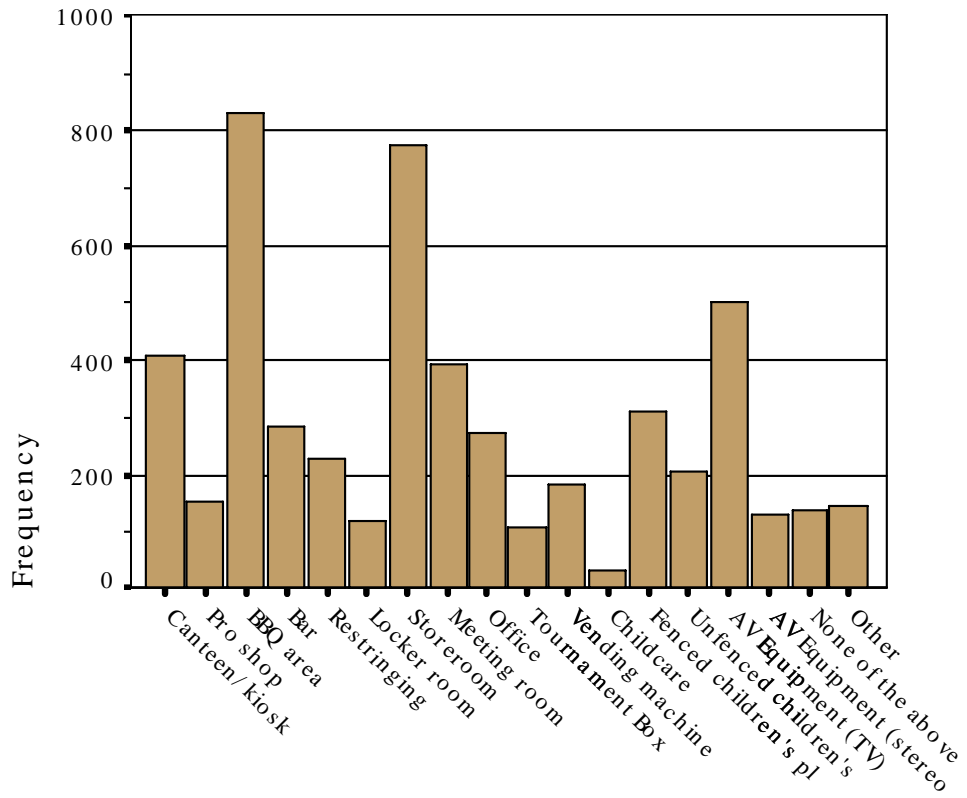
As seen from Table 121 below, state data reflect national totals. Respondents could tick more than one box (to indicate the number of different services they offer) hence totals reflect this.

**Table 120: National Statistical Table - Additional Facilities**

<b>Facility</b>	<b>Frequency</b>
Canteen/kiosk	410
Pro shop	155
BBQ area	829
Bar	283
Restringing	226
Locker room	118
Storeroom	775
Meeting room	394
Office	271
Tournament Box	110
Vending machine	186
Childcare	34
Fenced children's playground	308
Unfenced children's play equipment	207
AV Equipment (TV)	499
AV Equipment (stereo)	133
None of the above	138
Other	145
<b>Total Facilities</b>	<b>5221</b>



Figure 19: National Bar Chart - Additional Facilities



**Table 121: State Statistical Table - Additional Facilities**

<b>Facility</b>	<b>VIC.</b>	<b>N.S.W.</b>	<b>QLD.</b>	<b>S.A.</b>	<b>W.A.</b>	<b>N.T.</b>	<b>A.C.T</b>	<b>TAS.</b>	<b>Undefined</b>	<b>Total</b>
Canteen/Kiosk	143	95	60	40	34	1	2	4	31	<b>410</b>
Pro Shop	30	65	31		11	1	3	2	12	<b>155</b>
BBQ Area	327	208	69	32	100	1	10	24	58	<b>829</b>
Bar	119	23	32	15	62	1	1	7	23	<b>283</b>
Restringing	65	72	38	3	18	1	6	6	17	<b>226</b>
Locker Room	48	28	9	2	15		1	4	11	<b>118</b>
Store Room	309	180	69	41	83	1	11	25	56	<b>775</b>
Meeting Room	135	114	41	22	42	1	3	10	26	<b>394</b>
Office	77	70	41	7	45	1	2	3	25	<b>271</b>
Tournament Box	44	21	13	3	16	1	2	1	9	<b>110</b>
Vending Machine	84	47	14	5	19		3	3	11	<b>186</b>
Childcare	10	8	6		6		1		3	<b>34</b>
Fenced Children's Play Area	122	67	29	10	48		3	8	21	<b>308</b>
Unfenced Child's Play Area	87	39	11	11	35		2	3	19	<b>207</b>
AV Equipment (TV)	224	97	37	30	63	1	4	9	34	<b>499</b>
AV Equipment (Stereo)	44	21	15	6	25	1	2	6	13	<b>133</b>
None of the Above	62	33	4	8	11	1	2	9	8	<b>138</b>
Other	49	46	18	5	10		3	3	11	<b>145</b>
<b>Total</b>	<b>1979</b>	<b>1234</b>	<b>537</b>	<b>240</b>	<b>643</b>	<b>12</b>	<b>61</b>	<b>127</b>	<b>388</b>	<b>5221</b>

*Q. 27: Please indicate in the space provided the number of toilets and showers your facility has in each category?*

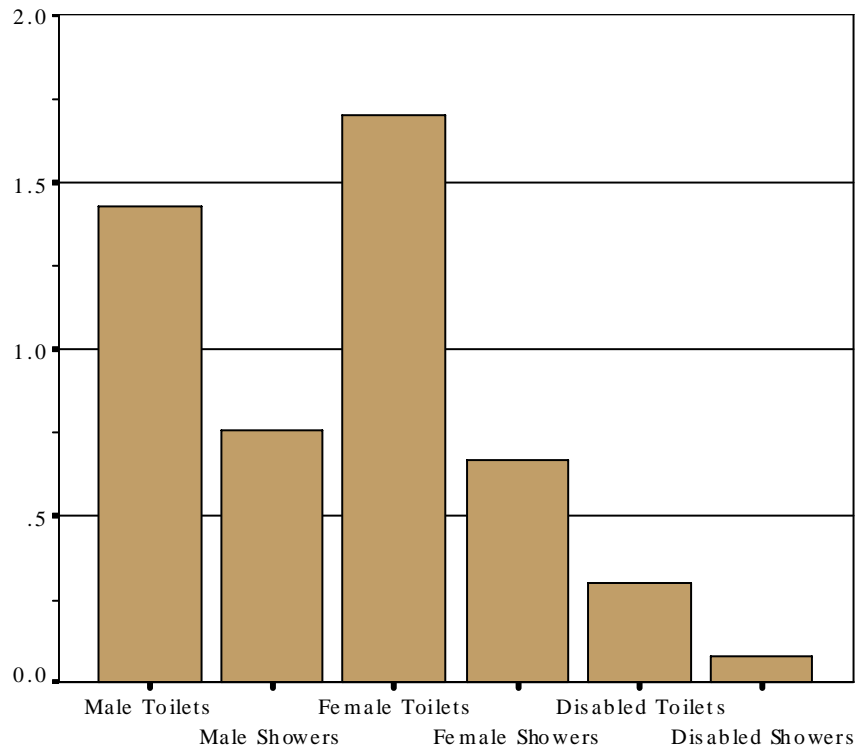
As noted from Table 122 and Figure 20 below, the majority of facilities in Australia have at least one toilet each for men and women but are less likely to include showers in facilities. Few facilities are capable of accommodating disabled visitors.

State data as represented in Table 123 below reflects national data with provision of toilets, showers, and disabled facilities being minimal on average.

**Table 122: National Statistical Table - Amenities**

	<b>Number of Respondents</b>	<b>Total Number of Facilities</b>	<b>Mean Number of Facilities</b>
Number of Male Toilets	1466	2106	1.44
Number of Male Showers	1460	1101	0.75
Number of Female Toilets	1462	2483	1.70
Number of Female Showers	1458	989	0.68
Number of Disabled Toilets	1452	440	0.30
Number of Disabled Showers	1447	120	0.08

**Figure 20: National Bar Chart - Amenities**



**Table 123: State Statistical Table - Amenities**

State		<b>Male Toilets</b>	<b>Male Showers</b>	<b>Female Toilets</b>	<b>Female Showers</b>	<b>Disabled Toilets</b>	<b>Disabled Showers</b>
Victoria	<i>Mean</i>	1.36	0.76	1.6	0.65	0.31	0.08
	Frequency	596	591	592	589	583	581
	Sum	808	451	946	382	180	45
New South Wales	<i>Mean</i>	1.61	0.71	1.92	0.62	0.34	0.1
	Frequency	358	357	358	357	357	355
	Sum	578	253	688	221	123	34
Queensland	<i>Mean</i>	1.38	0.68	1.51	0.66	0.22	0.07
	Frequency	120	120	120	120	120	120
	Sum	165	82	181	79	27	8
South Australia	<i>Mean</i>	1.25	0.62	1.56	0.49	0.25	0.04
	Frequency	68	68	68	68	68	68
	Sum	85	42	106	33	17	3
Western Australia	<i>Mean</i>	1.65	1.21	1.92	1.16	0.37	0.13
	Frequency	144	144	144	144	144	144
	Sum	237	174	276	167	53	18
Northern Territory	<i>Mean</i>	1	0.67	2	0.67	0	0
	Frequency	3	3	3	3	3	3
	Sum	3	2	6	2	0	0
Australian Capital Territory	<i>Mean</i>	1.79	1.21	2.21	1	0.07	0.07
	Frequency	14	14	14	14	14	14
	Sum	25	17	31	14	1	1
Tasmania	<i>Mean</i>	1.21	0.37	1.5	0.33	0.1	0.02
	Frequency	52	52	52	52	52	52
	Sum	63	19	78	17	5	1
Undefined	<i>Mean</i>	1.28	0.55	1.54	0.67	0.31	0.09
	Frequency	111	111	111	111	111	110
	Sum	142	61	171	74	34	10
Total	<i>Mean</i>	1.44	0.75	1.7	0.68	0.3	0.08
	Frequency	1466	1460	1462	1458	1452	1447
	Sum	2106	1101	2483	989	440	120

*Q. 28: Which of the following provisions have been made for accessibility needs at your facility?*

As presented in Table 124, the most common accessibility feature is 'Concrete Pathways' (792 responses) followed by 'Dedicated Parking Areas Close to the Facility' (731 responses)

It is clear from Table 125 below that there are as many facilities with no accessibility facilities as there are with basic ramps across the states. Only half of the facilities across each state have accessibility facilities.

**Table 124: National Statistical Table - Access Provisions**

<b>Facility</b>	<b>Frequency</b>
Ramps	370
Concrete pathways	792
Wide entry to courts	484
Dedicated parking areas close to the facility	731
None	305
Other	43
<b>Total</b>	<b>2725</b>

**Table 125: State Statistical Table - Access Provisions**

<b>Accessibility Facilities</b>	<b>Ramps</b>	<b>Concrete Pathways</b>	<b>Wide Entry to Courts</b>	<b>Dedicated Parking Areas Close to the Facility</b>	<b>None</b>	<b>Other</b>	<b>Total</b>
Victoria	140	293	174	283	131	15	<b>1036</b>
New South Wales	77	215	129	186	68	12	<b>687</b>
Queensland	34	68	42	64	27	4	<b>239</b>
South Australia	17	31	30	33	13	3	<b>127</b>
Western Australia	52	86	51	71	25	4	<b>289</b>
Northern Territory	2	2	1	2			<b>7</b>
Australian Capital Territory	4	10	3	8	3	1	<b>29</b>
Tasmania	9	31	16	31	12		<b>99</b>
Undefined	35	56	38	53	26	4	<b>212</b>
<b>Total</b>	<b>370</b>	<b>792</b>	<b>484</b>	<b>731</b>	<b>305</b>	<b>43</b>	<b>2725</b>

### **5.8.2 Further Analysis – Clubhouse, Amenities, and Accessibility**

#### ***Qualitative Insights***

*"Hopefully, when our clubhouse extension is passed by council and completed (2007) more players will be encouraged to utilise our courts and there will more of an incentive for a permanent coach to manage the courts."*

*"A playground area for the children. I think with these facilities we could improve our membership and make it more enjoyable for families"*

*"More need to be done on a Tennis Australia/Tennis Victoria basis to support clubs to get council/government funding for satisfactory facilities."*

A one-way ANOVA was performed to investigate the relationship between clubhouse condition and average number of courts in facilities. It was found (at the level of 0.01 significance) that:

- Facilities with less than 5 courts were more likely to have a clubhouse that was rated as Poor
- Facilities with 5-11 courts were more likely to have a clubhouse that was rated as Average
- Facilities with more than 12 courts were more likely to have a clubhouse that was rated as Excellent or As New

### **5.8.3 Conclusions—Clubhouse, Amenities and Accessibility**

Qualitative data collected in Q. 30, and reflected in the qualitative insights above, suggests that club representatives understand their clubhouse and the amenities that they provide beyond the playing facilities to be a core strength for participation development and the consumer experience. It is almost as if club representatives are thinking "if we build it, they will come".

Although, as noted in responses to Q. 30, club representatives are enthusiastic about identifying new markets of tennis consumers, and offering programs in order to reach these markets. However, from the results of the current study, it is clear that very few clubs around Australia provide the necessary clubhouse amenities and accessibility options for programming that might reach markets (such as disability groups, youths, social players etc.). Kitchen facilities are poor, and many do not have function spaces to cater for large groups of people.

#### **5.8.4 Recommendations – Clubhouse, Amenities, and Accessibility**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Strategically align clubhouse facility development with programming for individual clubs and the services and programs they offer
- Determine priorities of particular clubs and the programs they offer and markets they target in order to determine what facility needs are required
- Assist clubs and centres around Australia to liaise with local governments and/or land owners to develop facility planning priorities
- Prioritize clubhouse and amenities re-development funding to be consistent with the Facilities Blueprint

#### **5.8.5 MapInfo TATools Application—Participation**

MapInfo will allow Tennis Australia to:

- Analyse clusters of clubs and their facilities with respect to surrounding population and target markets
- Locate and identify current tennis clubs across Australia and analyse surrounding population demographics to determine target markets for individual clubs, regions, or states that might determine clubhouse development of amenities and accessibility.
- Geographically map and present facility attributes to develop strategic plans for communities and/or regions

## **5.9 Section Nine: The Future of your Facility**

Club representatives were asked to give their opinion, rating from strongly disagree to strongly agree, alongside a series of questions aimed to gauge their feelings towards the future of their facility.

Results for *The Future of Your Facility* are reported in five key result areas:

- 5.9.1 Statistical results- The Future of Your Facility
  - Statistical analysis of responses to individual questions are provided at national and state level of analysis
- 5.9.2 Further Analysis- The Future of Your Facility
  - Qualitative insights and further statistical analysis
- 5.9.3 Conclusions- The Future of Your Facility
- 5.9.4 Recommendations- The Future of Your Facility
- 5.9.5 MapInfo TA Tools Application- The Future of Your Facility



**5.9.1 Statistical Results—The Future of Your Facility**

*Q. 29: On a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree, to what extent do you agree with the following statements?*

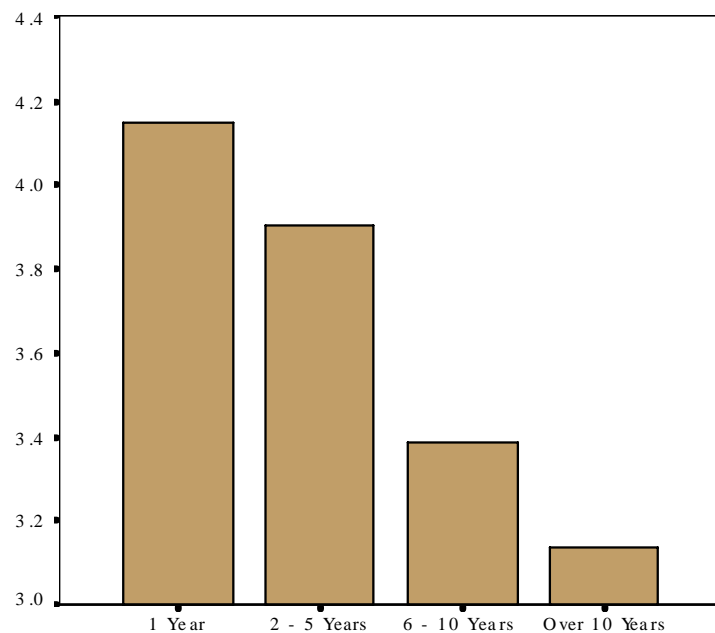
As can be seen from Table 126 below and more graphically by Figure 21, national statistics show a trend that club representatives are positive about the future of the club for the short term (mean of 4.15), but less positive about the future of their facility (mean of 3.14) as the number of years increased.

State level data, as presented in Table 127 below state responses reflect national averages. Respondents are less positive about the future of their facility over time. Mean scores are consistent between states.

**Table 126: National Statistical Table - Perceived Future of Facility**

Statement	Frequency	Mean
Considering our facility overall, I feel very positive about this facility's management for the immediate future (1 year)	1351	4.15
Considering our facility overall, I feel very positive about this facility's management for the short term future (2-5 years)	1368	3.90
Considering our facility overall, I feel very positive about this facility's management for the medium term future (5-10 years)	1263	3.39
Considering our facility overall, I feel very positive about this facility's management for the long-term term future (10 or more years)	1200	3.14

**Figure 21: National Bar Chart - Perceived Future of Facility**



**Table 127: State Statistical Table - Perceived Future of Facility**

<b>State</b>	<b>Response</b>	<b>I Feel Positive About the Immediate Future (1 Year)</b>	<b>I Feel Positive About the Short Term Future (2 - 5 Years)</b>	<b>I Feel Positive About the Medium Future (5 - 10 Years)</b>	<b>I Feel Positive About the Long Term Future (More than 10 Years)</b>
Victoria	<i>Mean</i>	4.13	3.86	3.27	3.01
	Frequency	549	563	514	488
New South Wales	<i>Mean</i>	4.21	3.99	3.54	3.3
	Frequency	326	329	302	287
Queensland	<i>Mean</i>	4.08	3.88	3.5	3.26
	Frequency	109	112	102	96
South Australia	<i>Mean</i>	4.42	4.25	3.74	3.33
	Frequency	62	61	58	54
Western Australia	<i>Mean</i>	4.16	3.94	3.48	3.32
	Frequency	137	136	132	126
Northern Territory	<i>Mean</i>	3	3	1.33	1
	Frequency	2	3	3	3
Australian Capital Territory	<i>Mean</i>	4.38	4	3.5	3.15
	Frequency	13	13	14	13
Tasmania	<i>Mean</i>	3.79	3.65	3.13	2.91
	Frequency	52	52	45	44
Undefined	<i>Mean</i>	4.09	3.75	3.23	2.99
	Frequency	101	99	93	89
<b>Total</b>	<i>Mean</i>	4.15	3.9	3.39	3.14
	Frequency	1351	1368	1263	1200

### **5.9.2 Further Analysis – The Future of Your Facility**

#### ***Qualitative Insights***

*"In Brisbane the majority of tennis centres are privately owned. Over the years a number of these have been sold for redevelopment. We envisage that this centre will continue to provide tennis coaching and court hire to the local community for years to come. We provide a quality programme and have built up our professional coaching staff and hence our reputation in the local community. Next year we hope to upgrade our courts. For this we receive absolutely no funding as we are 'for profit'. Therefore, we have to rely on our reputation in order to increase our business to finance such expenditure. This centre only survives on the quality of the services we offer, so we are continually trying to improve and be innovative and provide various programmes to suit the market".*

*"I believe our club has one of the best organised and committee tennis clubs in Country NSW. We have shown this is the past with winning Tennis NSW Country Club of the year for 2004 and this year being award Tennis NSW Junior Development Program of the year for 2005. Unfortunately now for our club a three year fight for nearby land seems like not happening and our club will not be able to take on any more members. Last membership year was 263 for three tennis courts. This year we will look at reducing this membership to provide a better service or court play for members."*

A series of one-way ANOVAs were performed to understand the relationship perceptions of the future and a range of other attributes of tennis facilities. Analysis revealed (to 0.01 level of significance) some interesting trends in the perception of the future of tennis facilities by club representatives:

Facilities that did not feel positive about the future of their facility at all (either for the immediate or long-term future) were:

- More likely to have less than \$1,000 in cash reserves
- More likely to have less than 5 courts at their facility

Facilities that feel positive about the immediate future, but not positive about the long-term future were

- More likely to set aside \$1,000-10,000 each year in cash reserves
- More likely to have more than 5 courts at their facility

Facilities that feel positive about the immediate and long-term future of their facility were:

- More likely to have more than \$20,000 in cash reserves

- More likely to set aside \$10,000 or more each year in Cash Reserves
- More likely to have more than 12 courts at their facility

Qualitative data from Q.31 indicates that the majority of club representatives in Australia perceive that tennis is experiencing a decline in participation, and a decline in the number of volunteers who are willing and able to manage and administer clubs at the grass roots level.

### **5.9.3 Conclusions—The Future of Your Facility**

From the results of this study, it is clear that the majority of club representatives from tennis facilities in Australia are, in general, are not positive about the future of their facilities. From the current results, it is not entirely clear why club representatives are not positive about the long-term future of their facility. However, there are some indicators that warrant further discussion.

It is clear from the current results that clubs who have more money in cash reserves, and more courts at their facility are more positive about the long-term future of their facilities. On the other hand, clubs that have few courts and less money in cash reserves are less positive about the future of their facility—either in the immediate or long-term future. While this makes intuitive sense, the major concern is that most clubs, particularly in rural areas are small with few courts and low financial stability. If these clubs cease to exist, participation opportunities will suffer. This is a potential problem from the perspective of governing bodies and the development of the sport.

Qualitative data collected in Questions 31 and 32 (Tables 128-136) may provide some insights why club representatives might have less than positive perceptions of the future of their facilities. As noted above in the *Qualitative Insights*, club representatives are most concerned with declining participation numbers in tennis. Qualitative data suggest that they are also concerned with declining numbers of volunteers at the grass roots level to manage, administer, and maintain clubs. Other concerns include cost of maintenance, the value of land on which tennis courts reside being used for property development, and competition from other sport providers.

It is reasonable to expect that volunteers might also have a short term view of the future of their facilities. Many volunteers may not see that they will have input into the club through their managerial role beyond a short timeframe. That is, they may not intend to stay in managerial roles for long periods of time in a club, therefore not be willing to predict positively into the future.

At the time that this data was collected, Tennis Australia was planning to re-brand the organisation, which may have led to some uncertainty within the club representatives and member associations. It must be noted that since that time, the Australian Open experienced another record year of success, new advertising campaigns for the sport of tennis have been launched, and the organisation has been re-branded.

It might also reasonable to expect that society in general is less likely to predict a positive future in the long-term—not because they are expecting anything negative to happen, but because in current times of political and economic unrest throughout the Western World, people are unable to predict anything in the future with certainty.

#### **5.9.4 Recommendations – The Future of Your Facility**

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Monitor internal marketing and communications programs and strategies to member associations and clubs
- Provide transparent programs of funding allocations and evaluations
- Continue to communicate directly with clubs on an annual basis to ensure transparency
- Build on existing MapInfo TA Tools and associated member databases to ensure communication can be efficient and effective

#### **5.9.5 MapInfo TA Tools Application—Participation**

MapInfo will allow Tennis Australia to:

- Locate and identify clubs with positive and less positive views of the future for monitoring and targeted communications
- Continually update and build on existing data

## **5.10 Section Ten: Qualitative Responses—Opportunities and Threats**

Questions 30-31 provided club representatives with the opportunity to voice their opinions (on behalf of their facilities) about the future of their facility—in terms of opportunities and threats.

In this section, qualitative responses have been included verbatim from questionnaire respondents so that Tennis Australia has access to and understanding of the views of tennis providers. These are presented in tables in this section as they related to the emerging themes from the data.

Results for *Qualitative Responses—Opportunities and Threats* are reported in seven key result areas:

- 5.10.1 Response Rate- Opportunities and Threats
- 5.10.2 Data Analysis- Opportunities and Threats
- 5.10.3 Results—Opportunities
- 5.10.4 Results--Threats
- 5.10.5 Conclusions- Opportunities and Threats
- 5.10.6 Recommendations- Opportunities and Threats
- 5.10.7 MapInfo TA Tools Application- Opportunities and Threats

### **5.10.1 Response Rate—Opportunities and Threats**

Response rate to these questions was over 90%, representing over 1400 responses for each question. This indicates that club representatives were eager to express their views about their facility, and the state of tennis in general.

Some responses were simply one line sentences, while others provided greater detail about the perceived opportunities and threats for their facility.

### **5.10.2 Data Analysis—Opportunities and Threats**

Qualitative responses were coded using NVivo software—a program designed to assist in data organisation. Data was coded and analysed for emerging hierarchical themes, which are presented in the following section of the report.

Qualitative responses have been referred to throughout the document to add greater depth and meaning to the statistical analyses performed on the data collected from club representatives.

### **5.10.3 Results--Opportunities**

*Q. 30: What do you believe are the greatest opportunities for your tennis facility?*

There were two main areas that club representatives perceived to offer opportunities for tennis at their respective facilities – opportunities from internal sources, and opportunities from external sources:

#### **INTERNAL OPPORTUNITIES**

1. Facility Infrastructure (65% of respondents)\*

#### **EXTERNAL OPPORTUNITIES**

1. Increasing membership (50% of respondents)\*
  - Juniors/students/youth
  - Social tennis
    - Adults
    - Midweek
    - Seniors
    - Families

2. Building facility alliances (10%)\*

\*Percentages for areas listed below do not add up to 100% as some respondents noted opportunities in more than one area.

Each of the three areas are discussed in more detail in the following section.

#### ***INTERNAL OPPORTUNITIES***

1. **Internal opportunity--Facility Infrastructure**

The majority of club representatives (65%) understand their facility itself to be a strength. A representative sample of quotes from club representatives is included below in Table 128.

Club representatives were, in general, positive about their existing facilities. Some representatives also recognised the opportunity of building alliances with other existing sport clubs and facilities to further enhance amenities that could be provided for tennis participants. Their perspectives are included below in Table 129.

**Table 128: Opportunities for tennis facility infrastructure**

<p>Facility upgrade is the most important.</p> <p>We are looking to expand the number of courts by adding another natural grass and two Har-Tru courts within the next 2 years</p> <p>Expansion, more courts</p> <p>We are a small club, quiet location, church supported</p> <p>Renovation of existing courts &amp; upgrade of lights, new amenities, painting inside &amp; out of clubhouse</p> <p>We offer a unique state of the art facility (the clubhouse will get there) in a small social club environment.</p> <p>If our club had more improvements ie modern clubhouse with showers and disability facilities and court surface improvement with lighting on all courts, improved parking and building of more courts we would have a dynamic club as this is a growing area. Ours was once a large club that has deteriorated over time, but now membership is growing, and facilities need upgrading. The greatest opportunities are membership growth, the capacity to hold tournaments, and focus on access to disability use(as a disabled group already use the courts)and night time court hire.</p> <p>Having some lighting ,so we could play later in the day and not during the hottest part of the day. More outdoor seating and bbq area for functions and teas. A playground area for the children. I think with these facilities we could improve our membership and make it more enjoyable for families</p> <p>Hopefully, when our clubhouse extension is passed by council and completed (2007) more players will be encouraged to utilise our courts and there will more of an incentive for a permanent coach to manage the courts.</p> <p>Continuous upgrade to facilities due to a strong management committee and healthy financial position. Committee hopes to fulfil the next goal of an upgrade to the clubhouse with a new kitchen or a complete new clubhouse as the other option.</p> <p>The investment in new playing surfaces (hardcourts) and the ability to run competitions using all courts. The need to replace clay courts as the clay is very labour intensive in regards to upkeep and is not always available to play on due to weather factors.</p> <p>Current location in amongst other sporting facilities and caravan park - easy access for locals, visitors.</p> <p>Having great facilities in courts &amp; clubhouse trying to promote the sport to attract more members free facility for all users</p> <p>Within walking distance of township flood light, courts in good condition</p>
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*EXTERNAL OPPORTUNITIES: INCREASING MEMBERSHIP & OFFERING TARGETED PROGRAMS*

**1. External Opportunity—Increasing Membership**

Results from the study suggest that 50% of club representatives foresee many opportunities to increase membership across all categories of participation. Club representatives are tennis enthusiasts themselves, and are enthusiastic about generating interest in the population for tennis. Further, they are positive about providing targeted programs for different participant groups.

Almost equal numbers of the 50% of respondents who see participation as an opportunity perceive increasing participation in youth/junior/school age group and increasing participation in social tennis (across a range of age groups) to be the greatest opportunities. The following Tables 130-132 provide quotes that represent club representative perspectives on opportunities to increase membership, and by implication, offering targeted programs.

**Table 129: Increasing general membership**

<p><b>Increasing membership in general, no target group (5% of respondents)</b></p> <ul style="list-style-type: none"> <li>○ A small number of club representatives saw opportunities to increase membership across all skill and age levels.</li> </ul>
<p>To provide the opportunity for members of the Cowra community to come and play tennis at our courts.</p> <p>Providing tennis to all levels and ages</p> <p>To provide an opportunity for tennis to be available to the local community.</p> <p>There is plenty of chances for people to play tennis whenever they wish</p> <p>Population growth &amp; shortage of land for future tennis courts to rebuild</p> <p>Local social tennis for everybody</p> <p>greater community participation.</p>

**Table 130: Open-ended responses - Increasing membership for juniors/students/youth**

<ul style="list-style-type: none"><li>○ A large proportion of club representatives saw opportunities to increase membership, in particular in the youth age group. Representatives were clear that coaching was a key part of increasing participation in this age group.</li></ul>
<p>To provide facilities to encourage the younger generation to participate in tennis and thereby we hope to ensure the future of this Club.</p> <p>School groups &amp; junior programs.</p> <p>University community</p> <p>Student training opportunities</p> <p>School use and community use</p> <p>Working with the primary school to get more children interested</p> <p>Children playing tennis</p> <p>To provide appropriate tennis facility for the newly emerging younger population with families that are coming to the district</p> <p>Junior players who have access to coaching, junior tennis &amp; step through grades (4 junior &amp; 4 adult grades)</p> <p>There is a lot of untapped children within the local area that need to be resourced with in-schools programs.</p> <p>Our juniors are our future without them we are going nowhere</p> <p>New coach and junior participation</p> <p>We have a dedicated coach and good number of junior boys.</p> <p>To keep on providing an excellent coach for our younger players</p> <p>The development of our juniors is paramount to the future of our club's existence. Our area, within one of the State's quickest growing population corridors, promises to provide us with tremendous opportunities to market to the youth element and to target the as yet untapped 'social' player.</p> <p>Encouraging &amp; developing participation by juniors.</p>

**Table 131: Open-ended responses - Increasing membership for social tennis**

<ul style="list-style-type: none"> <li>○ A large proportion of club representatives saw opportunities to increase membership, in particular with social tennis across all age ranges (adult, senior, midweek, families).</li> </ul>
<p>Our club lacks membership and people wanting to commit to competition, so marketing towards getting people back to playing social tennis would be greatly beneficial</p> <p>Tennis is underperforming in translating interested players into members. It is one of the highest participation sports but there is low membership at our club and I would think many other clubs. If Tennis Tas, TA our Tas Govt Sport and Rec and our Tennis clubs (or clubs) could work out a good campaign to promote / fund / support participation programs aimed at recreational players we could all benefit.</p> <p>Social &amp; family tennis</p> <p>Provide tennis for the older less competitive players</p> <p>We have two very good clay courts, clean facilities for good social tennis for those who wish to keep fit but don't want to play comp tennis</p> <p>Our court is available for hire for casual groups. There is no competition played, just social tennis.</p> <p>Also keeping children fit and healthy and giving them an activity where they can meet other children who love sport. This also applies to adults with fitness and a social outlet.</p> <p>Fostering of social-play tennis and fellowship</p> <p>Local social tennis for everybody</p> <p>To introduce tennis to a new community of people whose first choice is fitness and then see the opportunity to learn a skill and a game that is enjoyable and social</p> <p>Attracting younger people, increasing social value of tennis</p> <p>The development of our juniors is paramount to the future of our club's existence. Our area, within one of the State's quickest growing population corridors, promises to provide us with tremendous opportunities to market to the youth element and to target the as yet untapped 'social' player.</p> <p>Non competitive activities, after work open court casual play, twilight casual play, club twilight comps - emphasis on fun &amp; interaction</p> <p>Social tennis. Small night competition.</p> <p>To provide a venue to play tennis and gather socially, which is the nucleus of the community.</p>

## 2. External Opportunity—Building Alliances

**Table 132: Open-ended responses - Opportunities for building infrastructure through alliances**

<p>I would like to see more courts with lights so that we may have a night competition. Our junior competition is very strong and I hope these kids will continue to play into their teen years in the Senior competition. A pipe dream would be to join with the bowling club next door, sharing a two storey club room and offering a better quality kitchen and entertaining facility.</p> <p>The strong bond between the members and the support received from Local and State Governments</p> <p>We have developed a program where mothers can play tennis uninterrupted under the guidance of coaches. While this is going on the 0-2 yr olds are in a childcare facility in the clubhouse while the 3 yr old and over to be part in a movement program with the emphasis on developing skills needed to play tennis. We have waitlists on this program</p> <p>Morisset has been targeted by the NSW Gov as a major growth area in Lake Macquarie and NSW and current developments both commercial and residential support this. Morisset is well positioned between Newcastle &amp; Gosford and on the Freeway F3 from Sydney. The proposed shopping centres and rapid population growth will provide opportunities. We have a new coach. We have tried to expand into other sports to position the Centre as one stop for the family as a Sports Centre.</p> <p>Multipurpose with netball. More gaming machines to ensure financial viability.</p> <p>The merging with local golf club to share clubhouse &amp; catering support facilities</p> <p>To use our facilities in a wider range of usages ie. Corporate world, multi cultural groups and education sector - would require an administrator to administer this movement</p> <p>Ideally our school would like an outside organisation to lease our courts when not in use and manage and maintain them</p> <p>Close links with local community &amp; other community organisations</p> <p>To re-locate 100m to become part of the new Merredin rec centre with 8 synthetic courts/4 under lights Both clubs in Merreden struggling for numbers, opportunity to amalgamate.</p>
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#### **5.10.4 Results--Threats**

*Q. 31: What do you believe are the greatest threats to your tennis facility?*

Results from this question present a clear indication that the majority of club representatives have spent some effort in articulating threats.

##### **EXTERNAL THREATS:**

1. Participation decline
  - due to changing demographics of participants, lack of interest in the game);
2. Competition from other tennis providers;
3. Uncertainty of land

##### **INTERNAL THREAT**

1. Decline in number of volunteers available
2. Increasing costs

##### ***EXTERNAL THREATS***

#### **1. Participation Decline**

- Approximately half of the respondents noted that participation in tennis is declining across the population.

A sample of respondent's views regarding participation decline is included in Table 133 below.

**Table 133: Open-ended responses - Participation decline**

<p>Losing players due to work commitments</p> <p>People leaving area (small country town) so less teams.</p> <p>General downturn in interest from children</p> <p>Other sports, declining members (due to the age of some of our current committee). We are an ageing tennis club. The population drift and the loss of juniors to other areas of the state due to further education and job opportunities.</p> <p>Lack of people wanting to play tennis</p> <p>Insufficient number of players to survive many more years</p> <p>Saturday tennis is decreasing in numbers. The club is at risk of having insufficient members</p> <p>Lack of population</p> <p>Ageing membership. Lack of juniors.</p> <p>Younger children don't seem to stay around &amp; dedicate as much, without the kids the club doesn't hold as much future.</p> <p>Lack of tennis players in the area fewer young people playing due to both couples need to work because of high living costs.</p> <p>Farmers moving away, farms being taken over by big business.</p> <p>Lack of interest in tennis</p> <p>Declining population in rural areas.</p> <p>Demographics of the area are also changing and our relationship with our land lord - Victorian Government</p> <p>Declining interest in tennis</p> <p>Loss of interest by public to the tennis game and other sports being locally promoted</p> <p>Overall loss of playing members</p> <p>Drift of players away from tennis to other sports/activities</p> <p>The general disinterest in tennis and the lack of participation.</p> <p>I believe the greatest threat is the declining numbers. This season 06/07 for the first time in over 20 years only field one team - very sad</p> <p>Lack of interest in the game!!</p> <p>Lack of new members as the area surrounding locally is an older population &amp; renters.</p> <p>Sudden down turn in interest in tennis</p> <p>Social changes. There are more sports available to children and tennis is falling behind in promotion and with assistance from the governing bodies. Lack of parents who take an active role in the child's sporting interests.</p>
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## 2. Competition from other tennis providers

The results from the current study suggest that club representatives perceive other tennis facilities (those that in their regions to be a considerable threat to their ongoing viability).

**Table 134: Open-ended responses - Competition from other tennis providers**

<p>As we are privately owned our greatest threat comes from local schools who hire out their courts very cheaply and not at market rates. Our other threat would be if the Brisbane City Council built a tennis facility nearby that would undercut our rates. As we receive no government or council funding we must charge rates that will enable us to upgrade and maintain our facility.</p> <p>One of the greatest threats to our tennis facility is for State or City Council courts to be built in our locality. Our overheads are so huge at Coops that Council courts will price us out of the business. This is our greatest fear. Our courts are not at capacity now. Building more courts in our locality would only diminish our possibility of existence.</p> <p>Unfair competition from subsidised school and amateur centres (eg. Court hire etc.) We compete on an unfair playing field.</p> <p>A new tennis facility that will draw people away from the existing clubs in and around Cairns</p>
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### 3. Value of Land for Tennis courts

Interestingly, club representatives reported some concern over the land for their tennis courts.

**Table 135: Open-ended responses - Value of Land**

<p>Council, Sutherland CC doesn't like private tennis courts in residential areas. Planning and jealousy issues</p> <p>Land being sold by the railway.</p> <p>Local council tennis courts in more prominent location-more tennis players would be aware of those facilities than our court.</p> <p>The property is for sale and will probably be developed as residential Price of land rising dramatically subdivision possible for major financial gain.</p> <p>No space to expand.</p> <p>Land sale. Value of land for one court is probably \$500,000 so if we sold the area could be lost to development</p> <p>Could possibly lose facilities due to selling off the Parish owned land(where club is situated)for possible housing establishment.</p> <p>Alternative use of land by property owner (church)</p> <p>Being sold as land value approx \$1.2ml</p> <p>Land value \$1 mill - church likely to sell for capital for other uses</p>
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*INTERNAL THREATS*

**1. Decline in number of volunteers to manage facilities**

Results from the current study (Table 136) demonstrate that there is some concern amongst club representatives that the number of people willing to volunteer to fulfil managerial positions is in decline.

**Table 136: Open-ended responses - Decline in volunteer managers**

<p>Not having enough people in the community willing to participate in the running of the club, which would then lead to deterioration of the facilities</p> <p>Volunteer administration. It is difficult to get volunteers to be on committees. It is also difficult to get continued support and work toward common goals because volunteers are usually busy professional people and work and family come before administration (as should be the case). Our club is only as strong as the volunteer administrators.</p> <p>That the present committee some whom have served over 20yrs will no longer wish to carry on &amp; that suitable people will not be forthcoming to fill leadership roles.</p> <p>Lack of volunteer support, budget</p> <p>Lack of people to be on the committee</p> <p>A lack of volunteers coming through the ranks to keep the club at the forefront - paid administrator maybe an option</p> <p>it requires a lot of effort from a dwindling reserve of volunteers</p> <p>Lack of volunteers for committee members.</p> <p>If I die! No one takes interest in maintaining this facility which have had for the past 34 years</p> <p>Poor Management in the long term</p> <p>Aging committee. Lack of new committee members</p> <p>Lack of knowledge of committee members</p> <p>Poor management</p>
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## 2. Lack of funds and Increasing costs for day-to-day maintenance

Results from the current study also identified (Table 137) that club representatives are concerned with increasing costs of facility operation

**Table 137: Open-ended responses – Increasing costs of maintenance**

<p>Council rates and costs. Ability to make enough income to maintain the facility.</p> <p>Government charges, land tax, pedestal tax, council rates (25% increase this year), public liability, GST, It is not a viable business.</p> <p>Costs of maintaining such a large facility and lack of assistance, public liability insurance &amp; issues, court surface replacement, popularity of other sports</p> <p>Regulations and fees applied to small country areas where the upkeep of courts and clubrooms relies on volunteers with little or no outside funding</p> <p>Soon there will not be enough income from tennis to pay for the maintenance of courts unless subsidised from table tennis income.</p> <p>Costs of electricity, public liability, lack of promotion.</p> <p>Lack of funds</p> <p>Upkeep of surface due to drought (ground in drying is cracking)</p> <p>If we are unable to fund the resurfacing and the courts become unplayable</p> <p>we have recently resurfaced 2 (out of 5) courts and the others do need to be done so our courts and facilities are getting a bit out dated.</p> <p>Deteriorating court surfaces and the lack of funds to improve them, our courts are privately owned by the Catholic Church.</p> <p>Lack of water and insufficient funds to replace en-tou-cas with waterless surface.</p> <p>Rain. Courts getting very dry unsure of future water availability.</p> <p>Because we are such a small club, raising funds for improvements is difficult</p> <p>Money to develop/upgrade facility</p> <p>Lack of water; and lack of funding for the redevelopment of courts.</p>
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### **5.10.5 Conclusions—Opportunities and Threats**

The results from these questions allow a **SWOT** analysis to be developed that outlines perceived resource Strengths and Weaknesses, and external Opportunities and Threats to be identified.

#### **Strengths:**

- Facilities

#### **Weaknesses**

- Volunteer decline
- Consumer Price sensitivity

#### **Opportunities**

- Increase membership through specific consumer groups and targeted programs
- Build facility alliances

#### **Threats**

- Participation decline
- Competition from other providers
- Increasing costs of maintenance
- Uncertainty of tenure on land

From the results of this study, it is clear that club representatives understand their facility as a strength, and to capitalise on this strength was seen as the most important opportunity for the future of tennis at their facility. Club representatives indicate that new facilities, upgraded facilities, additional courts, facilities in favourable geographic locations, and better clubhouse facilities (internal to each facility) are core to their future success. This is perhaps not surprising given that results from Question 13 (For what purpose(s) do you use your cash reserves?) show that 90% of club representatives use their cash reserves to build infrastructure. Together, these results might indicate that club representatives understand that facilities are at the core of their business. However, it is clear from this analysis that many clubs are experiencing uncertainty of tenure on their land. Much of the land on which Australian tennis facilities reside is owned by Local Governments around Australia. On a positive note, club representatives seem to be amenable to merging and sharing facilities with other sports (to become multi-sport venues) if this allows better facilities to be offered to consumers.

The results of this study suggests a profile of club representatives who are passionate about the sport of tennis, and who also believe that it is an important contributor to society—for both physical and mental health. This is a positive result for Tennis Australia. Although there is much concern regarding declining participation, it is positive that results from the previous question (Q. 30 – What do you believe are the greatest opportunities for your tennis facility) indicate that club representatives across the nation understand that reaching different population groups (in particular youths)

is an opportunity to combat the participation decline that they note in this question as a threat.

A range of reasons were identified by respondents to declining participation in tennis including:

- individuals having less leisure time to play tennis,
- populations are transient (particularly apparent for young people in rural areas),
- young people have more options for leisure activities,
- people are choosing to play social tennis rather than competition,

population is aging.

It is positive to note that many club representatives are enthusiastic about offering programs and targeting particular groups of people in order to combat the problem of participation decline. Club representatives provided innovative ideas about groups of people who can be targeted, and programs that might be viable in order to service different consumer groups.

However, such innovative ideas also come with a caution in terms of management of the sport at grassroots level. As club representatives have identified, a core weakness is lack of volunteers available to manage and administer clubs at the grass roots level. There are the very people who would be required to manage and administer any participation programming at clubs. Although it is possible to develop a fee-for-service program, price sensitivity and rising costs is also a threat that has been identified by club representatives.

The most frequently reported threat to facilities was noted by club representatives to be the threat from other tennis providers. That is, club representatives in this study understand that they compete with other *tennis* facilities for participants and therefore economic success. Perhaps with the threat of declining participation, club representatives feel that their land will be claimed to be used for other activities as the value of tennis to society declines. Club representatives are showing concern beyond their own facilities that is an issue for the sport industry sector as a whole. It is possible that land is not being valued for leisure and recreation, and being valued more so for residential and commercial development.

### **5.10.6 Recommendations – Opportunities and Threats**

There are few recommendations beyond those that have already been noted throughout this report. However in light of the detailed responses given to these open-ended questions, and the high response rate, it is evident that tennis members have much to say.

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Provide forums where club representatives can communicate directly with Tennis Australia
- Communicate on a regular basis with clubs
- Build on existing member databases to ensure communication can be efficient and effective

### **5.10.7 MapInfo TATools Application—Opportunities and Threats**

MapInfo will allow Tennis Australia to:

- Locate and identify clubs and their individual comments regarding opportunities and threats. This can allow efficient communication and discussion to meet their needs
- Locate and identify groups of clubs (at community or regional levels) who may have similar concerns in order to strategically develop the sport and align strategic direction
- Continually update and build on existing data as the tennis business-scape changes
- Monitor where clusters of tennis providers are located
- Monitor where clusters of recreation and leisure providers are located

## **5.11 Section Eleven: Qualitative Responses—Other Comments**

Question 32 provided club representatives with the opportunity to provide any other comments.

In this section, qualitative responses have been included verbatim from questionnaire respondents so that Tennis Australia has access to and understanding of the views of tennis providers. These are presented in tables in this section as they related to the emerging themes from the data.

Results for *Qualitative Responses—Other Comments* are reported in six key result areas:

- 5.11.1 Response Rate- Other Comments
- 5.11.2 Data Analysis- Other Comments
- 5.11.3 Results
  - Assistance from National and State Governing Bodies
- 5.11.4 Conclusions- Other Comments
- 5.11.5 Recommendations- Other Comments
- 5.11.6 MapInfo TA Tools Application- Other Comments

### **5.11.1 Response Rate—Other Comments**

Response rate for this question was approximately 80% -- representing over 30 pages of comments. Comments given were generally greater than just one line (as in previous question regarding threats and opportunities). It is clear from the length of these responses that club representatives spent some time formulating their response to this question.

### **5.11.2 Data Analysis—Other Comments**

Qualitative responses were coded using NVivo software—a program designed to assist in data organisation. Data was coded and analysed for emerging hierarchical themes, which are presented in the following section of the report.

Qualitative responses have been referred to throughout the document to add greater depth and meaning to the statistical analyses performed on the data collected from club representatives.

### **5.11.3 Results—Other Comments**

*Q. 32: Are there any other comments that you would like to provide?*

The majority of responses to this question were directly aimed towards informing state and national governing bodies how they can assist club representatives provide tennis.

#### ***HOW CAN STATE AND NATIONAL GOVERNING BODIES ASSIST CLUBS?***

Club representatives indicated that they perceived more needs to be done to assist grass roots level tennis. Club representatives perceived that more could be done in the following 4 areas:

1. Provide Greater Service (in general)
2. Provide assistance for facility development
3. Provide assistance with management and volunteers
4. Provide further support for small and/or rural clubs
5. Provide further support for increasing participation through programs and promotions

A sample of (verbatim) quotes is included in Tables 138-142 below:

**Table 138: Governing bodies need to provide greater service**

<p>Tennis Aust and Tennis Qld don't put enough money into grass roots.</p> <p>As a COURTESY I respond to your survey! TA or TQ have not written, phoned, or visited this facility in over 4 years.</p> <p>The local TQ rep lives in this town! Tennis must include all stakeholders. Please give me your email address &amp; I shall send you a newsletter.</p> <p>Peak organisations ie Tennis Aus and Tennis West must cater more for the "ordinary" tennis member - most members are not in high level competition and tournaments.</p> <p>From our direct and recent experience, TA has lost contact with regional grassroots tennis. Through total lack of consultation on issues directly related to our standing in the local community (public and business), TA has set our tennis program back a decade, and caused loss of interest of a number of key volunteers. TA no only doesn't understand grassroots tennis, it doesn't realize that it doesn't understand.</p> <p>I have been at Stockton for 6 years, 3 of which I have been the club president. In that time I have met 2 women from Tennis Australia who 'turned up' one evening and spoke to a number of us for 2 hours and took some pictures. Other than receiving my membership card each year, this is as good as it gets.</p> <p>Tennis Australia, through Tennis Victoria, offer a great support to local clubs, through resources and services. Although it is not always evident and sometimes change can be slow, the services that Tennis Australia and tennis Victoria offer are changing the face of tennis at the grass roots level all for the better, brining many options to clubs to continue their services and optimise their potential growth.</p> <p>Tennis Queensland seems to be more interested in promoting and developing elite tennis rather than assisting the clubs at a grass roots level. We have had difficulty in securing suitable dates for Junior Tournaments and when allocated these dates have clashed with other TQ activities in the same locality. TQ does not appear to be pro-active in its involvement with ordinary clubs who cater for grass roots players but is only interested in clubs running elite tournaments etc.</p> <p>We put a lot of money into Tennis SA and members believe we don't get a lot back in return maybe we should be associated with Tennis NSW (Comments pg 4 - applied for grants to NSW Sport &amp; Rec and also Broken Hill City Council)</p>
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**Table 139: Governing bodies need to provide for Facility Development**

Facility Development
<p>More need to be done on a Tennis Australia/Tennis Victoria basis to support clubs to get council/government funding for satisfactory facilities. The general state of Tennis facilities in the Western Suburbs is very poor. The employment of a development officer in the Western Suburbs by Tennis Victoria was helpful.</p> <p>Thank you to Tennis NSW for their assistance in our resurfacing project/loan and to Tennis Aust for providing our loan and making it all possible for us.</p> <p>Could tennis Australia provide Comboyne tennis club with any funding opportunity ideas to fund a shift to synthetic grass courts</p> <p>TA needs to find a way to secure longer leases for operators in Sydney and have 50% of all lease fees put in a secure fund for refurbishment when needed.</p> <p>We were very grateful to be able to take advantage of a Tennis Australia loan when we replaced our last two clay courts with synthetic grass two years ago, and would like to see that service continue.</p> <p>We would use more support from Tennis Australia to improve courts. Help with insurance cover. We should work towards a situation where tennis clubs and association should not have to pay fees to Tennis Queensland. This would allow local clubs to use the funds for facility development. The state body should be able to raise funds from Tennis Australia and other sources.</p>

**Table 140: Governing Bodies need to provide for Management and volunteer decline**

<p>Qualified, educated, career minded professionals should be the ones managing tennis facilities not buttering up to idiots on club committees who hold the formers livelihood in their hands. TV, TA need to take a stronger position on this and have the courage to push it.</p> <p>Tennis NSW needs to take control of tennis in the Sydney metropolitan area with one overall competition instead of the 17 competing Associations, plus badge competition, which are all contributing to the fragmentation of tennis in Sydney. Associations and therefore clubs will be extinct in 10 years if the system remains unchanged</p> <p>Tennis Gold Coast have had same committee for 20 years. They have no vision of a big picture or a simple 5 year plan to develop junior competition. We need help.</p> <p>Tennis Aust could bring most successful operators both private and club to establish most appropriate and best practice for different styles of operations</p> <p>We would like to get more assistance with help to run the club, whether this is assistance from local government, state or from Tennis Queensland. This is not how to get more volunteers but substantial assistance such as funding to help in the basic legal requirements such as Health and Safety, assets registers etc.</p>
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**Table 141: Small and/or clubs under-serviced by Governing Bodies**

More interest in small clubs should be shown by Tennis NSW and Tennis Australia.

Tennis Vic & Aust do not get out & provide "on the ground" services to the smaller metropolitan & regional centres, they focus on Melb Park, Albert Park Borronndara etc.

Move support from Tennis NSW for country tennis clubs ie funding and lowering affiliation fees.

Small club like ours get very little assistance from our governing bodies such as Tennis Qld for the money we pay to them

Tennis Australia should get more involved with country tennis facilities.

I think that tennis Australia or tennis Vic should do more to support country clubs. Even putting on tennis coaching days with high profile coaches or support through management of courts & club planning, but overall happy with what we are doing at our club.

Very little interest by NSW Tennis in the outlying country areas.

**Table 142: Governing Bodies must promote Participation**

• Providing Programmes
<p>If you have any ideas on how to recruit and keep players they would be greatly appreciated.</p> <p>TA - please bring back programs aimed at getting people to play tennis. We need with recruiting and keeping players involved in activities.</p> <p>Tennis needs to be promoted better in schools and to the public. Trouble with tennis is to hard to learn, any one can kick a soccer ball.</p> <p>We need better national programs like AFL Auskick</p> <p>Tennis Aust should run skills days in rural areas and have talent programs such as Basketball does for country kids. Camps and skills days.</p> <p>Tennis Aust and Tennis Qld don't put enough money into grass roots. Tennis Gold Coast have had same comm for 20 years. They have no vision of a big picture or a simple 5 year plan to develop junior comp.</p>
• Advertising and promotion
<p>Having run this tennis centre for the past 2 months, I am hoping that we can work closely with Tennis Australia to encourage more people to play at this tennis centre and in general.</p> <p>Tennis is poorly promoted lacks TV exposure except in January. Need more top 20 players to provide an interest in the sport.</p> <p>Tennis Australia- needs to focus more on participation marketing.</p> <p>I feel Tennis NSW are doing a great job of promoting tennis and all aspects of promoting</p> <p>Tennis promotion is pretty much non-existent. Should be promoted as a great sport for all the family and that tennis is not an exclusive sport.</p> <p>what are you as CEO, and TA doing, other than surveys, in order to attract more people to this sport, because the way I see it, we small tennis centres operators will be out of business in no time, and guess what: if we are out of business, you are out of business because there will be nothing to manage</p> <p>Lack of advertising and marketing by both Tennis Aust and Tennis NSW</p> <p>A greater overall effort from Tennis QLD &amp; Tennis Australia to keep tennis alive and well in country Queensland</p> <p>More promotion of tennis through Tennis NSW or Tennis Australia to encourage junior players.</p> <p>We would like to see greater promotion at the club level.</p>

#### **5.11.4 Conclusions—Other Comments**

As might be expected from an open-ended question such as this, a wide variety of issues and topics were covered by respondents. Some club representatives took the opportunity in this question to inform Tennis Australia in more detail about the unique culture of their club or facility, and its importance to the members and communities. An example of some of these responses include:

*Coops is a family run business. We love having our business. Our teenage sons and ourselves are enthusiastic to maintain and run Coops in the years to come.*

*Our club is a social club with about 15-20 members, ages range late forties to a 79 yr old, we are there for exercise & fellowship and of course we enjoy tennis.*

*Our club has a great social spirit - we are like a big family and welcome all new people to our club. I couldn't imagine it not being there.*

Clearly, tennis is a significant part of individual’s lives and the social fabric of communities across Australia, and club representatives are passionate about continuing to deliver tennis and provide opportunities to increase participation. This is a positive outcome for Tennis Australia.

Overwhelmingly, these results directly corroborated with answers to the previous open ended questions (q. 30 & q. 31) regarding threats and opportunities. Comments made in response to this question indicate that club representatives are appealing for assistance from state and national governing bodies to grasp opportunities (as noted in Q. 30) and to overcome threats (as noted in Q. 31).

Although the majority of responses to this question were positive and constructive in nature, many responses noted that clubs, in particular those in regional areas, feel under-serviced by their state and/or national governing bodies.

Interestingly, club representatives are appealing for assistance from governing bodies for support in areas where programs and support services already exist—such as in the area of participation development, grants and funding programs, and volunteer education and skill development.

Further, club representatives are appealing for assistance from governing bodies to fund various programs and developments, yet have not indicated in this study at least, that they have allocated cash reserves for any of the participation programming that they desire.

### **5.11.5 Recommendations – Other Comments**

There are few recommendations beyond those that have already been noted throughout this report. However in light of the detailed responses given to these open-ended questions, and the high response rate, it is evident that tennis members have much to say.

In order for Tennis Australia to secure the future of tennis and tennis facilities throughout Australia, it is recommended that it:

- Monitor and evaluate internal marketing and communication strategies
- Provide forums where club representatives can communicate directly with Tennis Australia
- Communicate on a regular basis with clubs
- Build on existing member databases to ensure communication can be efficient and effective
- Conduct focus groups to further understand club needs around the nations
- Ensure volunteer education programming includes fiscal management

### **MapInfo TA Tools Application—Other Comments**

MapInfo will allow Tennis Australia to:

- Locate and identify clubs and their individual comments regarding needs. This can allow efficient communication and discussion to meet the needs of specific clubs
- Locate and identify groups of clubs (at community or regional levels) who may have similar needs from their member associations and national governing body in order to strategically develop the sport and align strategic direction
- Continually update and build on existing data as the tennis business-scape changes

## 6.0 Concluding Comments

The outputs from this research are:

- Database of facility attributes
- Analytical Report of Facility Management
- MapInfo TA Tools

By triangulating information from the three research outputs, Tennis Australia has the ability to accurately scan the socioeconomic environment in which its tennis facilities reside across Australia. Further, Tennis Australia will be able to accurately analyse, document, and geographically present strategic issues in rural and metropolitan areas across Australia based on any tennis court attribute, or socioeconomic variable.

Tennis Australia is committed to growing and managing the sport of tennis throughout Australia. The “100 Years of Tennis” National Facility Census demonstrates that commitment. The response to this research, and the consequent results illustrate that club representatives across the country are enthusiastic about the benefits of tennis to Australia’s social, economical and entertainment capital. The Census outputs will assist Tennis Australia to succeed in its aims of upholding the sport’s heritage, whilst growing the sport to provide equality of access across the nation.

### Further Research

Opportunities for club representatives to provide information through open ended questions resulted in some of the more powerful outcomes from this research. It is possible that further qualitative research is needed across the tennis sector to gain a deeper understanding of issues such as:

- Intended versus actual use of cash reserves
- Developing social tennis beyond “social matchplay”
- Innovations in program delivery, and targeted programs for increasing participation
- Innovations in management models less dependent on volunteers

Research could be completed by in-depth case studies of particular tennis clubs and centres who are role models for strategic development and alignment, or by in-depth focus groups in a cross-section of facilities and clubs.

### **Questionnaire Design and Development**

Questionnaire development for the study was time consuming. However, as seen from the results obtained and presented in this report, some powerful outcomes were achieved.

If the survey instrument was to be used in future it is recommended that:

- Court usage question be simplified (open end text box) might have gleaned results that had greater meaning
- Include street address on questionnaire contact details (for ease of synchronisation with MapInfo TA Tools)

## APPENDIX 1: Questionnaire

### SECTION 1: CONTACT DETAILS

Centre/club/association name:

\_\_\_\_\_

Address: \_\_\_\_\_

Contact person: \_\_\_\_\_

Role at club/association/centre: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Fax: \_\_\_\_\_

### SECTION 2: FACILITY OWNERSHIP

#### 1. Who owns the land on which your facility is located?

- Private Owner
- Local Council (Please specify)

\_\_\_\_\_

- Member Owned
- Not Sure

#### 2. Is the owner of the land the same as the owner of the facility?

- Yes (go to question 4)
- No (go to question 3)

#### 3. Who owns the facility?

- Private Owner
- Local Council (Please specify) \_\_\_\_\_
- Member Owned
- Not sure

#### 4. Is there an existing lease for your facility

- Yes (go to question 5)
- No (go to question 6)

#### 5. How long is the current lease period?

- 1 -5 years
- 5 – 10 years



- 11 – 16 years
- 16 – 20 years
- more than 20 years

**SECTION 3: FACILITY MAINTENANCE AND MANAGEMENT**

**6. Who actually maintains your facilities? That is, who does the work to maintain the following:**

**Check box for each of the following and no horizontal grid lines**

<b>Clubhouse</b>	<b>Courts</b>	<b>Internal lawns and gardens</b>	<b>Car park and external lawns and gardens</b>
Paid contractor	paid contractor	paid contractor	paid contractor
volunteer members	volunteer members	volunteer members	volunteer member
Local Council	Local Council	Local Council	Local Council
Other (please specify)_____	Other (please specify)_____	Other (please specify)_____	Other (please specify)_____

**7. Which statement best describes the committee structure of your tennis facility?**

- Volunteer management committee
- Commercially managed

**8. Who is responsible for the day-to day administration of your tennis facility?**

- Volunteers (that may be part of the committee)
- Part-Time paid administrative support
- Full Time paid administration support

**SECTION 4: FACILITY REDEVELOPMENTS**

**9. Has your tennis facility undertaken a redevelopment project in the past five years?**

- Yes (go to question 2)
- No (go to next section *Cash Reserves*)

**10. What was the purpose of the redevelopment(s)? (please tick all that apply)**

- Clubhouse
- Court Surfaces
- Fencing
- Surrounds
- Lighting
- Other (please specify)\_\_\_\_\_

**11. Who provided funding for the redevelopment and what percentage of funding was received from each source (please tick all that apply)?**

<b>Funding source received</b>	<b>Percentage of funding</b>
<input type="checkbox"/> Federal Government	
<input type="checkbox"/> State Government	
<input type="checkbox"/> Local Government	
<input type="checkbox"/> Club member or Fundraising?	
<input type="checkbox"/> Private investor	
<input type="checkbox"/> Other (please specify) _____	

**SECTION 5: CASH RESERVES**

**12. Approximately how much money is set aside each year in cash reserves at your facility?**

- 0
- < 1000
- 1-2,500
- 2,501 – 5000
- 5001 – 10,000
- >10,000

**13. Approximately how much is currently established within a cash reserve fund?**

- 0
- <5000
- 5-10,000
- 10 – 20,000
- 20,000+

**SECTION 6: TYPES OF COURTS**

14. This section of the survey will ask you to report on the type of court surfaces you have, and the attributes of those courts. If your club/organisation has multiple court surfaces we ask that you complete the separate "Court Attributes" subsections for each surface type. The types indicated can be hardcourt, cushioned hardcourt, synthetic grass, grass, or clay (red porous/ant bed).

### **6.1 Hardcourt**

i. How many hardcourts do you have at your facility? \_\_\_\_\_ (if you do not have any hardcourts, please write 0 in the space provided and proceed to the next section)

ii. In what condition is the surface of your hardcourts?

- Unplayable as competition court
- Poor (uneven or slippery surface, poor drainage, dangerous)
- Average (slow water drainage, patchy surface, competitive play possible)
- Good (signs of deterioration, no visible risk for playing surface)
- Excellent (some signs of wear and tear, safe playing surface)
- As new

iii. How many of your hardcourts have lights? \_\_\_\_\_ (if 0 go to question v. below)

iv. What sort of lighting do they have?

- Flourescent
- Envirolight
- Floodlight

v. In what condition is the fencing surrounding your hardcourts?

- No fence
- Poor: Sagging fence line, visible signs of rust in fencing, not 3mtr high
- Average: Signs of wear and tear, not 3 metres high, small areas where balls could escape
- Good: Neatly presented, small gaps or holes, signs of ageing
- Excellent: PVC or galvanised mesh, taut wiring, at least 3 metres high with no gaps or holes
- As new: PVC Coated, bottom rail at least 3 metres high

vi. How old are your hardcourts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

vii. Have your hardcourts ever been rebuilt or re-surfaced?

- Yes (go to question vii below)
- No (go to question 6.2)

viii. What kind of re-build or re-surface did your hardcourts have?

- Partial rebuild or resurface

- Total rebuild or resurface

ix. When was the last re-build or resurface of your hardcourts?

- Less than 1 year  
 1 – 5 years  
 6 – 10 years  
 11 – 15 years  
 More than 15 years

## **6.2 Cushioned Hardcourt**

i. How many cushioned hardcourts do you have at your facility? \_\_\_\_\_ (if you do not have any cushioned hardcourts, please write 0 in the space provided and proceed to the next section)

ii. In what condition is the surface of your cushioned hardcourts?

- Unplayable as competition court  
 Poor (uneven or slippery surface, poor drainage, dangerous)  
 Average (slow water drainage, patchy surface, competitive play possible)  
 Good (signs of deterioration, no visible risk for playing surface)  
 Excellent (some signs of wear and tear, safe playing surface)  
 As new

iii. How many of your cushioned hardcourts have lights? \_\_\_\_\_ (if 0 go to question v. below)

iv. What sort of lighting do they have?

- Fluorescent  
 Envirolight  
 Floodlight

v. In what condition is the fencing surrounding your cushioned hardcourts?

- No fence  
 Poor: Sagging fence line, visible signs of rust in fencing, not 3mtr high  
 Average: Signs of wear and tear, not 3 metres high, small areas where balls could escape  
 Good: Neatly presented, small gaps or holes, signs of ageing  
 Excellent: PVC or galvanised mesh, taut wiring, at least 3 metres high with no gaps or holes  
 As new: PVC Coated, bottom rail at least 3 metres high

vi. How old are your cushioned hardcourts?

- Less than 1 year

- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

vii. Have your cushioned hardcourts ever been rebuilt or re-surfaced?

- Yes (go to question vii below)
- No (go to question 6.2)

viii. What kind of re-build or re-surface did your cushioned hardcourts have?

- Partial rebuild or resurface
- Total rebuild or resurface

ix. When was the last re-build or resurface of your cushioned hardcourts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

### **6.3 Synthetic Grass**

i. How many synthetic grass courts do you have at your facility? \_\_\_\_\_ (if you do not have any synthetic grass courts, please write 0 in the space provided and proceed to the next section)

ii. In what condition is the surface of your synthetic grass courts?

- Unplayable as competition court
- Poor (uneven or slippery surface, poor drainage, dangerous)
- Average (slow water drainage, patchy surface, competitive play possible)
- Good (signs of deterioration, no visible risk for playing surface)
- Excellent (some signs of wear and tear, safe playing surface)
- As new

iii. How many of your synthetic grass courts have lights? \_\_\_\_\_ (if 0 go to question v. below)

iv. What sort of lighting do they have?

- Fluorescent
- Envirolight
- Floodlight

v. In what condition is the fencing surrounding your synthetic grass courts?

- No fence
- Poor: Sagging fence line, visible signs of rust in fencing, not 3mtr high
- Average: Signs of wear and tear, not 3 metres high, small areas where balls could escape
- Good: Neatly presented, small gaps or holes, signs of ageing
- Excellent: PVC or galvanised mesh, taut wiring, at least 3 metres high with no gaps or holes
- As new: PVC Coated, bottom rail at least 3 metres high

vi. How old are your synthetic grass courts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

vii. Have your synthetic grass courts ever been rebuilt or re-surfaced?

- Yes (go to question vii below)
- No (go to question 6.2)

viii. What kind of re-build or re-surface did your synthetic grass courts have?

- Partial rebuild or resurface
- Total rebuild or resurface

ix. When was the last re-build or resurface of your synthetic grass courts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

#### **6.4 Grass Courts**

i. How many grass courts do you have at your facility? \_\_\_\_\_ (if you do not have any grass courts, please write 0 in the space provided and proceed to the next section)

ii. In what condition is the surface of your grass courts?

- Unplayable as competition court
- Poor (uneven or slippery surface, poor drainage, dangerous)
- Average (slow water drainage, patchy surface, competitive play possible)
- Good (signs of deterioration, no visible risk for playing surface)
- Excellent (some signs of wear and tear, safe playing surface)
- As new

iii. How many of your grass courts have lights? \_\_\_\_\_ (if 0 go to question v. below)

iv. What sort of lighting do they have?

- Flourescent
- Envirolight
- Floodlight

v. In what condition is the fencing surrounding your grass courts?

- No fence
- Poor: Sagging fence line, visible signs of rust in fencing, not 3mtr high
- Average: Signs of wear and tear, not 3 metres high, small areas where balls could escape
- Good: Neatly presented, small gaps or holes, signs of ageing
- Excellent: PVC or galvanised mesh, taut wiring, at least 3 metres high with no gaps or holes
- As new: PVC Coated, bottom rail at least 3 metres high

vi. How old are your grass courts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

### **6.5 Clay (Red Porous/Ant Bed)**

i. How many clay courts do you have at your facility? \_\_\_\_\_ (if you do not have any clay courts, please write 0 in the space provided and proceed to the next section)

ii. In what condition is the surface of your clay courts?

- Unplayable as competition court
- Poor (uneven or slippery surface, poor drainage, dangerous)
- Average (slow water drainage, patchy surface, competitive play possible)
- Good (signs of deterioration, no visible risk for playing surface)
- Excellent (some signs of wear and tear, safe playing surface)
- As new

iii. How many of your clay courts have lights? \_\_\_\_\_ (if 0 go to question v. below)

iv. What sort of lighting do they have?

- Flourescent
- Envirolight
- Floodlight

v. In what condition is the fencing surrounding your clay courts?

- No fence
- Poor: Sagging fence line, visible signs of rust in fencing, not 3mtr high
- Average: Signs of wear and tear, not 3 metres high, small areas where balls could escape
- Good: Neatly presented, small gaps or holes, signs of ageing
- Excellent: PVC or galvanised mesh, taut wiring, at least 3 metres high with no gaps or holes
- As new: PVC Coated, bottom rail at least 3 metres high

vi. How old are your clay courts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years

vii. Have your clay courts ever been rebuilt or re-surfaced?

- Yes (go to question vii below)
- No (go to question 6.2)

viii. What kind of re-build or re-surface did your clay courts have?

- Partial rebuild or resurface
- Total rebuild or resurface

ix. When was the last re-build or resurface of your clay courts?

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- More than 15 years



## SECTION 7: PARTICIPATION

**15. In order to assist us to estimate court utilisation in all programs at your centre, please provide the following details regarding the activities at your facility. Please include activities conducted/organised by representatives of your centre that are conducted at other venues (eg. school based coaching programs by resident coach).**

It is important that every participant for each activity type is counted (this may mean one person may participate in four activities weekly therefore their participation is counted in four separate activities).

<b>Activity</b>	<b>Average Hours per week</b>	<b>Average number of participants</b>
<b>Services</b>		
Coaching Services		
Member Only Access		
Regular court hire		
Casual Court hire		
<b>Regular Activities</b>		
Fixtured competitions		
Non-fixtured/social competitive play		
<b>Special Events</b>	<b>Average times per year</b>	<b>Average number of participants</b>
Tournaments		
Kids holiday programs		
Targeted programs (mum's tennis, masters tennis etc.)		

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**SECTION 8: COURT USAGE.**

**16. During a typical week in season, what days and times are your courts at full capacity?**

Open ended response – need space here

**17. When your courts are at full capacity, are there other facilities that you use (e.g., school, church, private or publicly-owned)? If so, list them in the space below and include their street address.**

Facility	Street Address
For Example, Local Primary School	34 Bridge St, Benalla 3072

**18. During a typical week in season, what days and times are your courts under-utilised?**

Open ended response – need space here

**19. When your courts are underutilised, do you think people are playing at other facilities in your area (e.g., school, church, private or publicly-owned facility)? If so, list them in the space below and include their street address.**

Facility	Street Address
For Example, Local Primary School	34 Bridge St, Benalla 3072

## **SECTION 9: CLUBHOUSE**

20. We want to know some information about the clubhouse at your facility. Please tell us about the following aspects of your clubhouse.

### **21. What is the structure of your clubhouse?**

- We don't have a club house (please go to Section 10 of the survey)
- Single Storey
- Double Storey
- Split Level

### **22. What is the primary material used to build your clubhouse?**

- Brick
- Timber
- Aluminium Cladding
- Concrete
- Cement brick

### **23. In what year was your clubhouse built? \_\_\_\_\_**

### **24. Has your clubhouse had a major refurbishment?**

- Yes
- No

### **25. In what year was the last major refurbishment? \_\_\_\_\_**

### **26. In what condition is your clubhouse?**

- Poor (Unsecured rooms, furniture requires repair or has very visible signs of wear, walls are dark, generally soiled floor condition)
- Average (Secure rooms, clean appearance, furniture old in style but in fair condition, clean floors with no obvious signs of wear and tear)
- Good (Bright rooms as a result of lighting or windows, secure rooms, good quality furniture, well presented flooring)
- Excellent (High security with sound monitoring, no visible signs of wear and tear throughout, modern furniture, light and bright rooms from either lighting or windows, fresh appearance at all times, flooring of a high standard)
- As new (Electronic security system, as new comfortable furniture, light and bright appearance)

### **27. Does your clubhouse have function space?**

- No function space
- Standing room for up to 50 people
- Standing room for more than 50 people

**28. Tell us about the kitchen in your clubhouse**

- No kitchen
- Poor (unreliable or old appliances, no frost free fridge or microwave)
- Average (appliances not used regularly, sometimes don't function well)
- Good (clean but ageing appliances. Heating and storage of food possible)
- Excellent (clean modern appliances including microwave, stove, oven and fridge/freezer)
- As new

**29. Which of the following does your facility/clubhouse provide? (tick all that apply)**

- Canteen/Kiosk
- Pro shop
- BBQ area
- Bar
- Restringing
- Locker Room
- Storeroom
- Meeting Room
- Office
- Tournament Box
- Vending Machine
- Childcare
- Fenced children's playground
- Unfenced children's play equipment
- AV Equipment (TV)
- AV Equipment (stereo)
- Other (please specify) \_\_\_\_\_

**SECTION 10: AMENITIES**

**30. Please indicate in the space provided the number of toilets and showers your facility has in each category**

	Number of toilets	Number of Showers
Male		
Female		
Disabled		

**SECTION 11: ACCESS TO FACILITY**

**31. Which of the following provisions have been made for accessibility needs at your facility:  
(multiple response item)**

- Ramps,
- Concrete pathways,
- Wide entry to courts,
- Dedicated parking areas close to the facility
- Other (please list)\_\_\_\_\_

**SECTION 12: THE FUTURE OF YOUR FACILITY**

32. On a scale of 1 to 5 where 1 is strongly disagree and 5 is strongly agree, to what extent do you agree with the following statements?

	1	2	3	4	5
Our club is highly concerned about the immediate future (1 year)					
Our club is highly concerned about the short term (2-5 years)					
Our club is highly concerned about the medium term (5-10 years)					
Our club is highly concerned about the long term (10 or more years)					

**33. What do you believe the greatest threat(s) to your tennis facility are?**

Open ended text box required

**34. What do you believe the greatest opportunities are for your tennis facility?**

Open ended text box required

**35. Are there any other comments that you would like to provide?**

Open ended text box required